

Recruiting Operations

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Headquarters
United States Army Recruiting Command
1307 3rd Avenue
Fort Knox, Kentucky 40121-2726

**United States Army Recruiting Command
Office of the Commanding General**

Foreword

As our Army serves a Nation at war while transforming its operational and institutional forces, USAREC must also continue to provide the strength for our Army while operationally transforming how we recruit the future force Soldier.


It is not business as usual. We recognize that since the last publication of recruiting doctrine in 1989, significant changes have occurred in the recruiting environment. Just as the Army is a doctrine-based institution, USAREC is a doctrine-based command that must undertake a major revision of our operational doctrine as well as change our approach to the market. Unless action is taken now, USAREC will remain neither ready to provide the strength for our Army nor relevant to America's youth and the society we serve.

The transformation will include moving from a linear, risk averse command focused on the process to a non-linear, intelligent risk-taking command focused on innovation and learning. Subject matter experts from across the command established the azimuth for doctrine development. Our new playbook, Recruiting Operations, is a guide on how to think about recruiting operations. This manual does not prescribe specific actions, but rather describes how a commander should think about recruiting operations. We will rely on commanders at every level to read, understand, and apply the doctrine based on local circumstances.

In addition, current sales doctrine is obsolete and does not resonate with the millennial generation, our target market. As such, as we change how we think about recruiting operations, we will change how we approach the market. Rather than selling specific programs, the recruiter will assist young Americans in developing life-goals and illustrate how those goals can be accomplished or enhanced through service to their country. This approach will allow us to capitalize on the leadership experience of our recruiting force in order to obtain the right future force Soldier.

However, publication of doctrine will not transform USAREC. The only way USAREC will transform is for each of us, military and civilian, at every level, to read, understand, train, and apply the doctrinal principles and concepts to our training, leader development, and daily operations.

I personally challenge every commander to ensure our new doctrine is fully integrated within your unit. It is imperative we see first, understand first, act first, and finish decisively in order for USAREC to Provide the Strength.


MICHAEL D. ROCHELLE
Major General, US Army
Commanding

Recruiting Operations

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Preface

The Army starts here, starts now, and starts with the United States Army Recruiting Command (USAREC). The command's mission to provide strength for our Army has always been complex. However, for the near future, USAREC will conduct extended recruiting operations for an Army at war while at the same time undergoing a major change to remain relevant and ready. Execution of recruiting doctrine requires skilled and confident Soldiers and leaders. These Soldiers and leaders:

- Possess and live the warrior ethos.
- Live the Soldier's creed.
- Serve their Nation and Army.

PURPOSE

USAREC Manual 3-0 is the keystone *how to think* document to give Soldiers and leaders in recruiting the conceptual basis for designing, executing, and training for recruiting operations. The doctrine does not give exact methods for individual situations. The concepts and ideas within this manual support a culture of creativity and intelligent risk taking to foster more proactive and less reactive decisionmaking.

USAREC Manual 3-0 gives recruiting leaders the overarching doctrine direction for the conduct of decisive, shaping, and sustaining recruiting operations in a multidimensional, dispersed, continuous, and noncontiguous environment. The intent is for Soldiers and leaders to see first, understand first, act first, and finish decisively.

While providing the strength for our Army, USAREC achieves mission and dominates the market.

SCOPE

USAREC Manual 3-0 has four parts:

- Part One depicts the role of USAREC and the recruiting operational environment.
- Part Two provides the foundations of recruiting operations.
- Part Three outlines recruiting operations for decisive, shaping, and sustaining operations.
- Part Four describes the role of the recruiter as the *face of the Army* in hometown America. It tells how the American Soldier deals with the target market to tell his *Army story* and *engender the commitment* of Americans to serve their country.

APPLICABILITY

USAREC Manual 3-0 provides the command the foundation for training and conducting recruiting operations. USAREC Manual 3-0 also provides the doctrinal underpinning for institutional and unit training programs and is the basis for sequential and progressive education for all Soldiers and leaders assigned to USAREC.

Every Soldier and leader assigned to USAREC must read, understand, adopt, and apply the doctrine to all recruiting operations and training.

INTRODUCTION

USAREC Manual 3-0 gives doctrinal guidance and *how to think* about operations. This manual launches the Army's keystone recruiting doctrine. As such, we need to read it, understand it, and apply its principles and concepts to our training, leader development, and execution.

Values form the foundation of recruiting. People employ the art of influence in leadership-based relationship management and the science of the recruiting operating system (ROS) to conduct operations and carry out the mission.

ADMINISTRATIVE INFORMATION

The proponent for this manual is Headquarters, United States Army Recruiting Command (HQ USAREC), Assistant Chief of Staff, G-3. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCRO-T, 1307 3rd Avenue, Fort Knox, KY 40121-2726.

Unless stated otherwise, masculine nouns or pronouns do not refer exclusively to men.

PART ONE

Recruiting Environment

Part One relates the importance of recruiting to the Army campaign. USAREC remains key to the Army and America by providing the strength to the Army and keeping the Army linked to America.

Chapter 1 describes USAREC and the role of recruiting.

Chapter 2 discusses how USAREC is a network-centric command. Systems exist to provide a common recruiting picture.

Chapter 3 defines the elements of the operating environment and describes the continuous cyclic nature of recruiting operations.

Chapter 1

USAREC and the Role of Recruiting

The process of obtaining high human capital for fighting units, like readiness for battle itself, cannot be instituted at the last minute.

General Max Thurman

October 1918, GEN "Blackjack" Pershing in a letter to his son Warren writes, "I want you to see some of the battlefields of France with me, over which the American Soldiers have fought in carrying out the great purpose of our people. It will enable you to realize later in life just what sacrifice means and just what degree of sacrifice our Army is called upon to make and which they have made and are making bravely and courageously."

For more than 200 years, Americans have heeded the call of our Nation. Yet while the Continental Congress mandated the "raising of an army," that same body could never have envisioned the Nation that would evolve. The sacrifices made every day by Americans is not due to the sheer number of people running to join the ranks, it is due to the Soldiers who bear the burden of keeping our Army's faith with its people. USAREC is the face of the American Army, and its role is to keep the world's evils at bay by "providing the strength" to the world's greatest Army.

1-1. A former USAREC commanding general (CG), MG Evan Gaddis said, "The Army begins with the US Army Recruiting Command. America needs to know that we build heroes, both in terms of their sons and daughters whom we recruit, and the officers and non-commissioned officers who recruit them."

ARMY ETHOS

1-2. A set of beliefs, standards, and ideals that are the soul of our profession. The functional aspects of this ethos reflect professional competence. The Army ethos places requirements on individual Soldiers beyond those necessary in other vocations. The Army

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ethos reflects our national culture, values, beliefs, and norms to the extent they are compatible with military service. The Army has expressed those requirements as values that each Soldier internalizes. Army values (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage) guide the personal conduct of every member of USAREC. Integrity, our professional ethic, and Soldierly values are non-negotiable.

MISSION AND VISION (DRAFT)

1-3. USAREC recruits Soldiers, both officers and enlisted, to meet the needs of an expeditionary Army, begins the transformation from civilian to Soldier, acts as the Army's liaisons with the American people, and does all with integrity and a professionalism that clearly demonstrates the warrior ethos and Army values. We remain relevant and ready to provide the strength for our Army, today and into the future.

1-4. USAREC is an Army crucible for leadership and:

- is relevant to the mission of the Army and the Nation;
- where leaders see first, understand first, and act first to finish decisively through mission box and domination of the recruiting market;
- fosters an operational environment where self-aware and adaptive leaders flourish;
- where leaders possess the interpersonal, conceptual, tactical, and technical skills to lead under ambiguous and complex conditions;
- adheres to recruiting doctrine and rewards personal initiative and creativity;
- supports the needs of our warriors and their families.

MISSION ESSENTIAL TASKS

USAREC Mission Essential Task List (METL)

- Conduct recruiting market analysis (RMA)
- Lead the recruiting force
- Conduct recruiting operations
- Train the recruiting force
- Sustain and maintain the recruiting force
- Provide family support and Soldier well-being to the recruiting force
- Train, lead, and sustain Future Soldiers

CONDUCT RMA

1-5. Market analysis allows each level of command within USAREC to *see first* and *understand first*. It includes actions taken by the staff and subordinates to analyze the markets available and identify our prime market. This analysis is critical as it focuses leaders and Soldiers to prospect for quality recruits at the right time with the right message. Comprehensive market analysis, by each level of command, provides the indepth knowledge necessary to support the proper positioning and missioning of the force as well as indicate which markets to target for expansion.

LEAD THE RECRUITING FORCE

1-6. Leadership competence builds upon the four critical skills of a leader (FM 22-100):

- Interpersonal.
- Conceptual.

- Technical.
- Tactical skills.

1-7. These skills allow leaders to positively influence and motivate Soldiers, develop sound, executable operational plans, and most importantly, build teams, develop and empower subordinates, and leave the unit better prepared than when they assumed command. These tasks ensure USAREC acts first to achieve mission box and dominate the market.

CONDUCT RECRUITING OPERATIONS

1-8. The tasks that ensure the command *finishes decisively*. They include all actions recruiting station (RS) commanders, company leadership teams (CLTs), battalion leadership teams (BLTs), and brigade leadership teams conduct to direct, influence, and execute decisive, shaping, and sustaining operations.

TRAIN THE RECRUITING FORCE

1-9. Training Soldiers and leaders is critical for success in USAREC. Successful training relies on commander's comprehensive analysis to develop individual and unit training programs to overcome near-term shortcomings while preparing the team for future success. Effective training builds confidence, competence, and professionalism enabling recruiters to adapt to changing situations and to take independent actions based on broad guidance. Execution of the four phases of training—assessing, planning, executing, and evaluating—are required.

SUSTAIN AND MAINTAIN THE RECRUITING FORCE

1-10. The tasks that provide resources and logistics for recruiting operations. This includes personnel as well as equipment, advertising, and funds that are vital to the field's ability to accomplish the recruiting mission.

FAMILY SUPPORT

1-11. Provide family support and Soldier well-being to the recruiting force. The tasks that ensure the health and welfare of all assigned and/or attached personnel and their family members.

TRAIN, LEAD, AND SUSTAIN FUTURE SOLDIERS

1-12. Tasks that ensure the Future Soldier is prepared for active duty (AD) and motivated for enlistment.

DOCTRINE-BASED ORGANIZATION

1-13. USAREC is a doctrine-based organization. Doctrine is the Army's intellectual capital. Throughout history, doctrine has enabled the Army to win. To maintain USAREC's doctrine base, we have institutional schooling, training doctrine, and methodology. Doctrine will be even more important in the future, as the rapid flow of information allows local events to have strategic consequences.

1-14. Doctrine is the concise expression of how USAREC collectively thinks about recruiting operations. This manual provides authoritative guidance for commanders and trainers at all echelons. This manual also gives recruiters and their leaders freedom to adapt their tactics to circumstances; it fosters creativity and initiative in the aggressive pursuit of the mission.

1-15. Doctrine touches all aspects of recruiting. It facilitates communication among Soldiers in the command, contributes to a shared professional culture, and serves as the basis for curricula in the Recruiting and Retention School (RRS). Doctrine provides a common language and a common understanding of how USAREC conducts operations. It is rooted in time-tested principles, but is forward looking and adaptable. It is detailed enough to guide operations, yet flexible enough to allow commanders to exercise initiative when dealing with specific tactical and operational situations.

RECRUITING OPERATIONS

1-16. Specific recruiting operations will generally fall into one of three categories: Decisive, shaping, or sustaining. Commanders may execute these operations simultaneously or sequentially or in a mixture of simultaneous and sequential operations.

1-17. Decisive operations are operations designed to accomplish the mission, dominate current markets, and expand the market.

1-18. Shaping operations are all operations designed to set the conditions for future successful decisive operations.

1-19. Sustaining operations are operations designed to maintain the recruiting force and their families while supporting both decisive and shaping operations.

RECRUITING ENVIRONMENT

1-20. The recruiting environment places unique requirements on the recruiting force. The recruiter and recruiting leader should gather, synthesize, and use information to solve problems, target the market, and make decisions.

1-21. The recruiting environment has three dimensions:

- Technology.
- Information.
- Political.

1-22. Each affects how recruiting forces combine, sequence, and conduct recruiting operations. Commanders tailor forces, employ diverse capabilities, and support different missions to succeed in this complex environment.

THE TECHNOLOGY DIMENSION

1-23. The technology dimension focuses on the procurement, use, and management of the proper technologies for enhancing the effectiveness of recruiting operations. This should result in reduced workload and paperwork for the recruiter and expedited processing for the applicant. The goal is to optimize the command's ability to use state-of-the-art technologies to create favorable conditions within which to conduct recruiting operations.

THE INFORMATION DIMENSION

1-24. Supporting the optimal use of information, the information dimension ensures that technologies, policies, processes, organizational structures, and people are well planned, well deployed, and systematically evaluated for improvement. This gives USAREC dominant situational awareness.

THE POLITICAL DIMENSION

1-25. There are two parts to the political dimension:

- **The Governmental Facet.** The US Government actually establishes required end strength, possibly the single most significant factor in all of recruiting. They also provide all funding for operational budgets, advertising budgets, and for special enlistment incentives like bonuses and money for education.
- **The Socioeconomic Facet.** Public opinion and the participation of various social and economic groups in the political debate about service to country is probably one of the most important dimensions of the recruiting environment. One of the biggest issues the command must overcome with American youth is their low awareness, misperceptions, confusion, and disinterest in their Army. One of the best methods of combating these issues is the individual recruiter connecting one-on-one with young men and women across the country.

TRAINING FOR RECRUITING OPERATIONS

1-26. USAREC trains Soldiers and develops leaders every day. Effective training is the cornerstone of operational success. Training to high standards is essential for the command. Training focused on critical tasks prepares Soldiers, units, and leaders to win. Conducting training while fully engaged operationally has led USAREC to be more than a *learning organization*. It is a *training organization*. All members are continuously training (and learning). We not only capture lessons learned, we immediately train those around us and notify superiors for evaluation for possible changes to doctrine and tactics, techniques, and procedures. Leaders often learn something from a subordinate in a regular inspection only to train this same information in the next like unit.

1-27. USAREC is the world's best trained military recruiting force.

SUSTAINMENT TRAINING

1-28. Sustainment training is needs based and conducted as a performance-oriented hands-on event, using either a conventional method of instruction or simulations and distributed learning.

SIMULATION AND DISTRIBUTED TRAINING

1-29. Commanders must plan, resource, and execute training to standard. Today's technologies—the World Wide Web, interactive compact disks, and video teleconferencing—make it easier than ever for commanders to deliver high-quality, standardized training programs to their Soldiers.

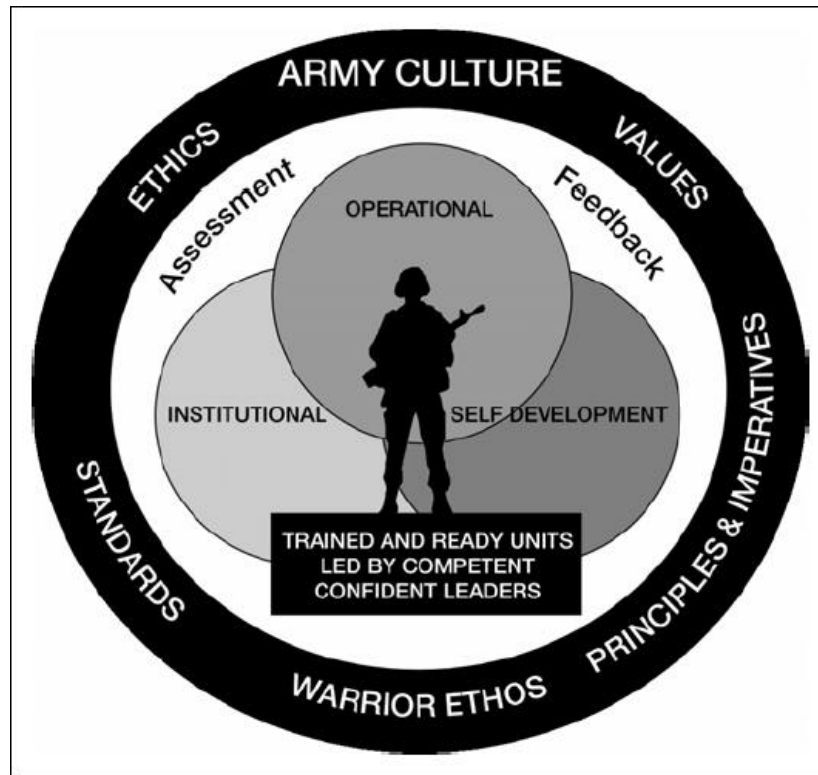
TERMINAL LEARNING OBJECTIVES

1-30. All training events validate and certify terminal learning objectives are accomplished. Each level of command is personally responsible for training their subordinates.

DOMAINS

1-31. All three domains of the Army Training and Leader Development Model are engaged to develop a well-trained, well-led force capable of performing our mission

while providing an environment conducive to the well-being of Soldiers and their families. Figure 1-1 illustrates this.



NOTE: The three core domains that shape the critical learning experiences throughout a Soldier's and leader's career are the operational, institutional, and self-development domains. These domains interact to focus Army energy and resources on training and leader development.

Figure 1-1. The Three Core Domains

SOLDIERS AND LEADERS IN USAREC

1-32. Recruiters and their leaders must be flexible, adaptable, and technically competent. Be they Soldiers or civilian recruiters, they must be infused with the warrior ethos and live the Soldier's creed. They must be trained and prepared to conduct simultaneous, distributed, and continuous recruiting operations so as to achieve mission by category month after month. Our recruiters must dominate the market. At every level, Soldiers and leaders determine success by knowing, adapting, and using doctrine as it applies to specific recruiting operations and markets.

1-33. Soldiers detailed to recruiting are the ultimate system for successful recruiting operations. Soldiers of character and competence, combined with the warrior ethos, comprise the foundation of USAREC's trained and ready recruiting force.

1-34. USAREC needs competent and versatile Soldiers able to accomplish missions in a complex, evolving, and dynamic environment. Mission accomplishment depends upon the Soldier's ability to operate alone or as a team member. Soldiers and leaders must exercise mature judgment and initiative under stressful circumstances and be capable of learning and adapting to meet the demands of operations.

1-35. The role of the leader and leadership is central to all recruiting operations. The most important role of a recruiting leader is to establish a climate of integrity, mutual trust, confidence, and respect. Leading in a geographically distributed command places a premium upon communication. In addition, just like combat operations, in recruiting operations the leader moves to the critical point and leads by personal example to positively influence the outcome of the mission. The second most important role of a leader is to train and grow subordinate leaders to operate decisively in an uncertain environment. Leadership is influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization. Purpose gives Soldiers a reason to do tasks. Direction communicates the way to accomplish the mission. Motivation gives Soldiers the will to accomplish the mission. Leadership and the warrior ethos sustain Soldiers during the challenging realities of recruiting and help them cope with the ambiguities of complex operations.

1-36. Leaders create conditions for success. Organizing, equipping, training, and leading Soldiers to accomplish operational missions are the goals of leaders. Will and determination mold Soldiers into effective organizations. Recruiting demands leaders who have mastered both the art and the science of operations and who have the training and temperament to adapt to any situation.

1-37. The most critical role in providing the warriors to fight and win our Nation's wars falls to USAREC and its Soldiers. Recruiters are the face of the Army in communities across the country. Soldiers are held to higher standards than other professions, and this Army ethos is expressed daily through the values that each Soldier displays. USAREC's mission and vision is to recruit with integrity the Soldiers necessary to provide for an ever changing Army, now and into the future. In-depth market analysis allows leaders at all levels of command to look forward and position their teams to capitalize on market opportunities. Applying leadership skills and ensuring the effectiveness of Soldiers' training are required to ensure our future success. USAREC's doctrine provides the understanding and the principles of how to think about conducting recruiting operations and react to the unique recruiting environment. Continuous training provides the basis for Soldiers' and USAREC's present and future ability to achieve mission box and dominate the market.

Chapter 2

Network-Centric Recruiting

Knowledge dominance causes quality decisions by adaptive, creative people and IT provides Soldiers with the leverage they need to win our Nation's wars. When historians look back on this period one day, they'll find this knowledge revolution to have been bigger than the invention of gunpowder and the combustion engine.

General Gordon R. Sullivan, CSA

The Soldier stands with his back against the wall and hears the gunfire. This Soldier knows his actions impact others as much as the information he has, he communicates the direction of fire without fear. This Soldier knows he is networked; his vision is the vision of the tactical operations center, his equipment networked with that of the others near him. His heads up display showing the position of every friendly Soldier in the area, he has no fear of being targeted by friendly forces because he knows American Soldiers are more agile and adaptive than any force in history. Moments later, there is steel on target and the enemy goes silent, the networked Soldiers take their objective.

Just as the Soldiers under fire are networked; recruiting leaders must see first, understand first, act first, and finish decisively in a recruiting environment never before experienced by any leader or recruiter of the all-volunteer force.

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RECRUITING NETWORK

2-1. The recruiting network consists of two parts that form the information environment or *infostructure* of the command. These parts are the aggregate of individuals, organizations, and systems that collect, manage, process, replicate, and disseminate information during shaping operations. These parts center on the recruiter and include the following elements:

- Internal network, which consists of the integrated recruiting information systems, staff elements, other recruiting leaders, recruiting units, Future Soldiers, and recruiters themselves.
- External network, which includes the community, businesses, schools, clubs, and other organizations. Recruiters and recruiting leaders become networked

within the community not only by doing their jobs, but by becoming active members of local society. Successful recruiters participate in religious and civic organizations, such as the Lions Club, Rotary, Habitat for Humanity, Big Brother/Big Sister, and scout troops. Recruiters chaperone dances in the schools, coach athletic teams, and participate in local festivities such as county fairs. Commanders must establish a climate that supports *going the extra mile* by doing something for the community. This type of networking will pay dividends in the long run. Bottom line, recruiters should ask themselves, *What do I like to do?* Then determine how to link their interests and hobbies with recruiting.

2-2. Figure 2-1 illustrates the recruiter-centered network and how the information and relevance of the network overlaps and connects through other parts. The information systems link users to relevant data and to one another.

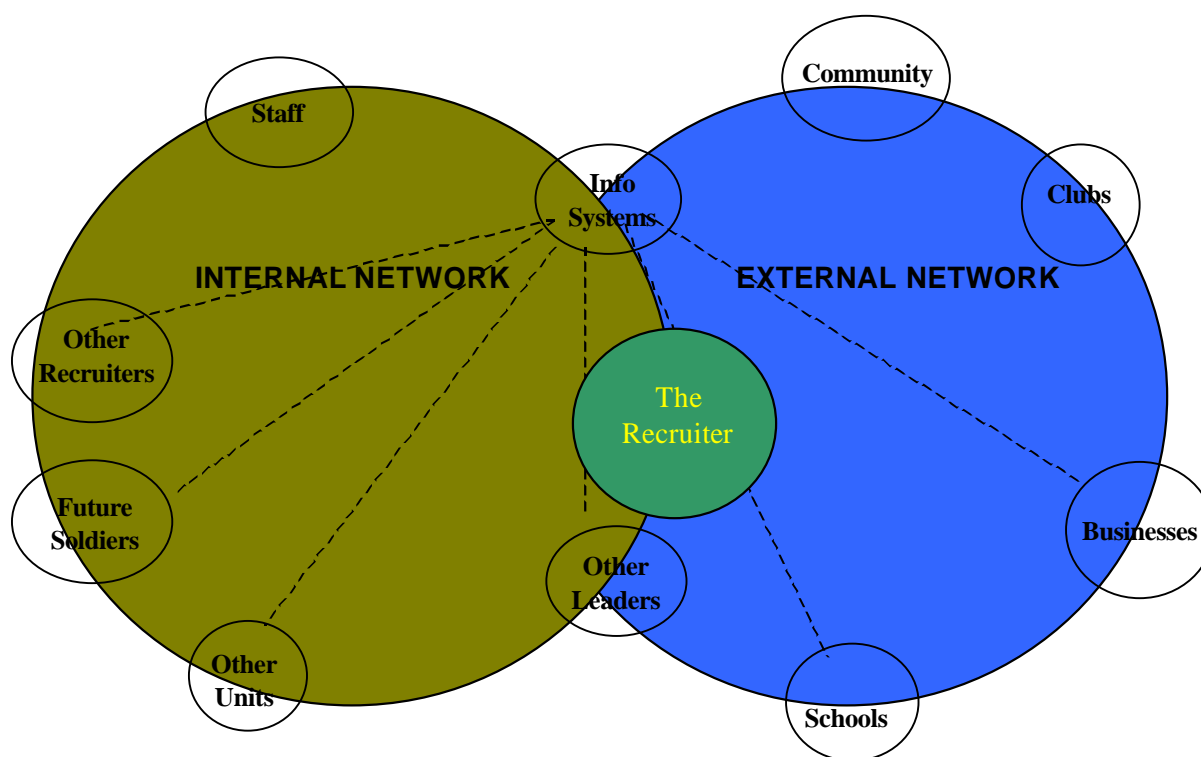


Figure 2-1. Recruiter-Centered Network

2-3. USAREC is in an era of profound change. Recruiting leaders must see first, understand first, act first, and finish decisively in a recruiting environment never before experienced by any service leader or recruiter of the all-volunteer force. Traditional methods of market analysis, information management, and planning are too slow. The business of recruiting must become more agile and adaptive. To keep pace and succeed, recruiting commanders must use and train their leaders to use the power of today's network-centric recruiting force.

INTERNAL NETWORK

2-4. The internal network of recruiting is a family of systems that enable commanders and recruiting leaders to see first, understand first, act first, and finish decisively. The system includes technology and the infrastructure that delivers critical information when and where it is needed. Most recruiting commanders and leaders are physically removed from an Army installation and conduct daily operations in a civilian environment and are removed from the operational Army, but they are not alone. Elements of the command support commanders and recruiters to keep them connected to the support services they need to mission box.

2-5. The internal network includes a full spectrum of supporting elements across the entire ROS. The ROS is the human and material resources (Soldiers, organizations, and equipment) commanders use to direct and control the recruiting mission. Chapter 4 explains ROS in more detail. Army leaders are familiar with the combat service support (CSS) units of the Army and what they do to support the *go to war* mission of Army units. USAREC has a similar service and support element, the recruiting service support (RSS).

2-6. RSS includes staff elements at each level of command, to include the RRS where all recruiters and recruiting leaders are trained. The RRS is an excellent model for internal networking activities. As recruiters and leaders go through their training, they have the opportunity to build a strong network of peers. The smartest of the pack also develops professional relations and network with subordinates and superiors while they are at the RRS. The United States Army Accessions Support Brigade (ASB) prides itself as *warriors supporting warriors*. The mission of the ASB is to ensure connectivity to target markets and the Nation; to promote what it means to be a Soldier, emphasizing the Army's warrior ethos and the expeditionary nature of our business; and to showcase special skills through competitions and demonstrations in local recruiting areas. The ASB will help recruiters generate target market leads that have a propensity to enlist or commission in the Army.

2-7. The internal and external recruiting networks that form the *infostructure* of the command are the enablers of a successful recruiting environment. This aggregate of individuals, organizations, and systems that collect, manage, process, replicate, and disseminate information during a variety of shaping operations, enable commanders and recruiting leaders to see first, understand first, and act first during every decisive and sustaining operation.

2-8. The centerpiece of the network is the recruiter. The recruiter is the network sensor on the ground, feeding the quality of first enabling information up the network. Commanders synthesize the information and form operational strategies that benefit the recruiter. An effective network, composed of internal and external components, generates leads that are more accurate for recruiters to target, engage, and lead into their Army's future force.

INFORMATION SYSTEMS

2-9. The science of recruiting involves analysis and interpretation of raw data, trends, and training indicators. Access to accurate and timely recruiting operational data and recruiter training data helps leaders cut through the fog of recruiting much like command, control, communications, computers, intelligence, surveillance, and reconnaissance cuts through the fog of battle. Commanders who know how to access and use this information will see first and understand first every day and position their units to become the dominant force in their area of operations (AO). They will

see a subordinate recruiting unit's situation before they arrive to inspect that unit and will be far more effective during their inspections than those who wait to discover the same information during inspections.

2-10. To mission box and dominate the market, a recruiting force must possess superior information on three axes. Information must be relevant, timely, and accurate. The more capable the recruiting force becomes in obtaining, synchronizing, analyzing, disseminating, and using this information, the easier it is for the recruiting force to be the dominant market force. A *dominated force* is represented by the small box. A dominated force is one that is always behind the competition, chases unqualified leads, wastes time with meaningless activities, and is not the first to contact. As the commander and recruiting leaders grow their information capabilities through the use of internal and external networks, they increase the force's ability to achieve mission box and *dominate* the market.

ARMY RECRUITING INFORMATION SUPPORT SYSTEM (ARISS)

2-11. ARISS is a family of systems that permits commanders to develop the situation before making contact. By seeing and then understanding the situation first, commanders can focus their unit inspections on the right areas quickly. They can use the information, along with their personal observations, to teach, coach, and mentor subordinate commanders to mission box.

2-12. A secure wide area network connects users to databases through access points at every level of recruiting. Specialized and integrated software lets commanders and recruiters interact with the system at their respective level of recruiting. Every person in the command has an assigned computer and customized access to data that in order to avoid information overload, is scaled by echelon of recruiting.

LEARNING MANAGEMENT SYSTEM (LMS)

2-13. The availability of this information creates an environment for commanders and recruiters to see and share tactical opportunities that allow them to act first. By recognizing and acting on these recruiting opportunities, recruiters will become the dominant force in their market area.

2-14. In addition to ARISS, recruiting leaders have access to a Web-based LMS to help them access each RS's strengths and weaknesses by reviewing recruiter training records online. The LMS provides up-to-date training information on each recruiter. Every recruiter has an online training record that contains their record of recruiting career-path training. The record starts at the Army Recruiter Course. Evaluation of RS level training will provide commanders with a snapshot view of skill gaps and help them to identify unit and individual skill gaps. This tool provides a way to accomplish several important leader tasks, including but not limited to:

- Planning collective training at unit level.
- Coaching RS commanders.
- Developing an RS plan of action.
- Influencing new recruiter training programs.
- Identifying skill gaps early in a recruiter's career path.
- Selecting future RS commanders.

2-15. The LMS is a component of a larger knowledge management system available through the common portal of Army Knowledge Online.

Provide, in a secure fashion, the right information, at the right place and time from the right sources, in a form that users can understand and reliably use to accomplish their missions and tasks, effectively and efficiently.

The Army Knowledge Management Plan, 2001

NETWORK-CENTRIC RECRUITING MODEL

2-16. Technology does not drive successful recruiting leaders. Successful leaders use information technology to complement and enable their leader skills. Successful leaders use technology as a resource to help create and sustain an effective network of information within their AO. An effective network of information provides the common recruiting picture similar to the common operating picture needed to see first, understand first, and then act first. These quality-of-firsts, formed by a network-centric recruiting model, enable commanders to finish decisively and win the campaign of finding and deploying America's Future Soldiers.

2-17. The network-centric recruiting model is illustrated at figure 2-2. This model starts with superior information capability. The information and intelligence from this level of the model develops into usable market data, information management, and the intelligence preparation of the marketplace (IPM). (See chap 8 for details about IPM.) IPM allows commanders to see first. Seeing first enables understanding

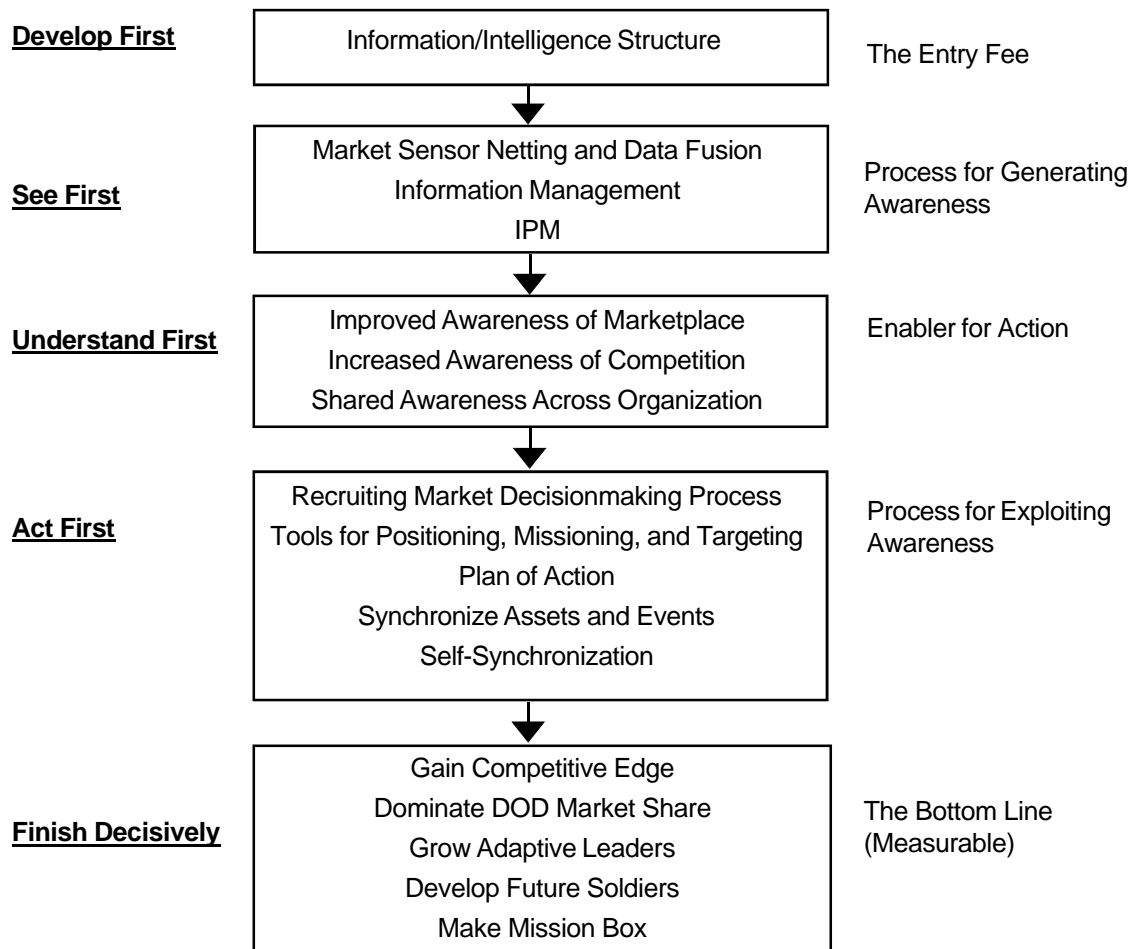


Figure 2-2. Network-Centric Recruiting Model

first. Understanding first includes the improved awareness of the 17- to 24-year-old market and the competing market forces. Understanding first also allows commanders to formulate strategies to share this awareness through rigorous training programs and followup with their subordinates. Understanding first enables commanders to develop the situation to decide when and where to act. Superior information allows commanders to set the conditions and decide what they will do before they arrive at the focus point. Understanding first allows them to act first and develop multiple plans of action, synchronize assets and events to support the mission with market-orientated, lead-generating activities, and to self-synchronize their actions to be at the right place at the right time to lead effectively and not waste resources. The ultimate goal is to finish decisively and dominate the Department of Defense (DOD) market share through mission box.

OTHER RECRUITING LEADERS

2-18. A unifying purpose is the glue and the driver for a network-centric organization. Common purpose, shared Army values, and mission focus hold a network-centric unit together. A shared focus on mission keeps the network in synch and on track. Every member of the network is working toward a common goal: The mission. This is where recruiting, as a network-centric unit, is distinct from a traditional military unit. Commanders and recruiting leaders will have many opportunities to network with other members, including superior, peer, and subordinate leaders, during their tour of duty.

2-19. Networking opportunities occur during official functions such as the annual leaders training conference, quarterly unit status briefs, recruiting brigade (Rctg Bde) quarterly training events, and annual training conferences. Other opportunities to network are provided through USAREC's Intranet services. One of the first opportunities leaders have to network is during their specific leader course at the RRS. Whether they are on a 2-year tour of duty as a commander or in their tenth year as career recruiting cadre, leaders will find value in networking with other successful leaders.

2-20. The value of networking could be as simple as finding that one nugget of information to help an RS develop a college market penetration plan, or as complex as synchronizing efforts to conduct a joint lead generation campaign using ASB assets such as the United States Army Parachute Team (USAPT) (Golden Knights) or the United States Army Marksmanship Unit (AMU). Leaders who bond with one another through networking actions during tours of recruiting duty often find themselves serving together in Army units after their recruiting duty has ended.

2-21. The ability to network effectively in a recruiting environment builds better Army leaders by developing an expeditionary mindset, capable of operating as part of a geographically dispersed team. The practice of networking with other recruiting leaders builds strategic planning skills. It helps the leader become agile and adaptive, able to conduct and coordinate simultaneous and continuous operations in a high-tempo environment. Leaders who serve a tour of duty in a recruiting unit return to their Army unit a better leader who can control any situation across the full spectrum of military operations.

OTHER RECRUITING UNITS

2-22. Networking with leaders from other recruiting units will create a competitive and cooperative environment that supports mission box. *Coopetition* combines the healthy spirit of cooperation and competition between units on the same team with a holistic approach to generating ideas and forming recruiting strategies. Commanders

and recruiting leaders must know they are not alone and that others are sharing the same challenges and have developed strategies and tactics to accomplish the mission under similar situations. Successful leaders share their *secrets of success* with their peers and their subordinates. There are resources and opportunities to help commanders and recruiting leaders develop their network.

2-23. Staff elements are an integral part of ensuring success in the field. It is important for recruiting leaders to network with staff and directorate leaders regularly and not just when needed to process an action or solve a problem. Commanders who network with their counterparts and other internal elements of the command create win-win situations. This includes internal, subordinate, and higher headquarters staff elements. Staying in touch with the field through the leader helps the staff stay connected with recruiting and thus provide better service and support to commanders and their recruiters. Successful commanders understand the importance of networking with their staff, the staff of their subordinate commanders, and their higher headquarters staff.

OTHER RECRUITERS

2-24. Commanders who understand the value of networking encourage their recruiters and leaders to network with their recruiting counterparts by emphasizing effective networking techniques during unit and individual training. Successful commanders make it a point to inquire about networking activities during RS inspections. Networking between recruiters occurs within RSs and crosses RS and recruiting company (Rctg Co) and, at times, recruiting battalion (Rctg Bn) and Rctg Bde boundaries.

EXTERNAL NETWORK

2-25. External network recruiting activities include the unified efforts at all levels, from recruiter to HQ USAREC, to synchronize with the civilian community and the institutions of America—the military, higher education, industry, and other governmental and nongovernmental agencies—to accomplish the mission. Networking activities are vital to recruiting success. Consider actions like the base realignment and closure, which has resulted in fewer units stationed throughout America. In many instances, it will be the recruiter who becomes the face of the Army for many Americans. As an example, at the local level, recruiters coordinate with college and high school officials to obtain student lists. Rctg Co and Rctg Bn commanders develop working relationships with local community leaders, school administrators, and school boards while HQ USAREC works with Government agencies across the Nation to make sure school lists are available. These coordinated efforts promote success at all levels. The external network also includes organizations, agencies, community groups, and other elements that can help commanders and their recruiters accomplish the mission. USAREC cultivates mutual support with national organizations such as the American Red Cross and the Boys and Girls Clubs of America. Commanders will discover these and other resources during internal networking activities. For example, the USAREC G-5 maintains a list of organizations that have signed a mutual support proclamation with the command.

2-26. Because there are so many targets of networking opportunity, commanders should keep and train their recruiters to keep records of their external networking activities. Recruiters can maintain paper records in the planning guide and school folders. The recruiter workstation (RWS) offers Microsoft Outlook and the ARISS COI/VIP section. Any such recordkeeping system helps identify quality network targets and plan consistent followups.

COMMUNITY NETWORK

2-27. A network of business, civic, religious, and school organizations connects every community. These organizations are comprised of individuals who are the heart and soul of America, they form the fabric of our democracy, and make things happen within the community. Many have served our country in war and understand the price of freedom. They want to help. Working these centers of influence (COIs) and the community involves detailed planning of who, what, when, where, why, and how...plus lots of followup. Bottom line: Community networking and developing COIs are similar to running local productions. The recruiter and leader become the coordinator and orchestrator for events; community members are willing to cooperate because of the trust and confidence established by the recruiter. The recruiter has built a relationship of trust by going the extra mile. Finally, well planned followup makes each COI feel special. Recruiting leaders who leverage these multipliers enjoy the unpublicized power of community support. Their recruiters benefit from the influence of COIs on their target market. Many civic group members are also school officials, college and university staff and faculty, business owners, and politicians. They belong to community organizations and participate in community events because they care about their community and the people who make up that community, including their recruiters. If we hope to network successfully with these leaders, we must demonstrate our own desire to contribute to the community. We must actively participate and give of our own time and energy.

2-28. Commanders can tap into the community network through their Rctg Cos and RSs. Many recruiters, particularly United States Army Reserve (USAR) recruiters, have been a part of the community for several years. Previous commanders will have left gaining commanders a record of their community involvement. New commanders can study the efforts of their predecessors and pick up where they left off. The Civilian Aide to the Secretary of the Army can open doors into many community institutions. Reviewing the enlistment packets of Future Soldiers will help identify family members who occupy key positions in the community. These Army families will be very willing to *witness* for the Army when asked. They now have a personal stake in the Army. Another point of entry into the community is at USAR troop program units (TPUs). Moms and dads, veterans, and community leaders who are predisposed to assist in the recruiting effort staff the TPUs. In a perfect world, assignments overlap with the outgoing leader. In other times, networking with other recruiting units and coordinating such things as a right-seat ride with a neighboring commander will help develop a network strategy. Community organizations that span the boundaries of recruiting units will require joint networking operations with neighboring commanders.

BUSINESSES

2-29. Businesses provide recruiting commanders and leaders access to the working market. This very sensitive AO requires careful planning and a business-minded approach. Business owners compete for their workforce from the same pool of talent as the Army and other services. Knowing this, commanders can position their organizations to act first and build working relations with local businesses, both large and small, that benefit them as well as the Army. Targeting small business owners can help create part-time work for students, recent graduates, and Future Soldiers waiting to ship to basic training (BT). By going the extra mile to help others, recruiting leaders create a powerful network of advocates and influencers and shape the recruiting campaign and lead to mission box. For example, commanders can share market information with human resource directors of medium to large companies to position their RSs to benefit when these companies downsize. Networking with the

small business owner, the recruiting leader can develop a Partnership for Youth Success (PaYS) on a smaller, local scale.

2-30. USAREC has partnered with many Fortune 500 businesses at the national level to provide them with skilled labor in the form of well-trained and disciplined Soldiers leaving military service at their expiration term of service. PaYS is a program that will help recruiting commanders and their subordinate leaders gain access to businesses within their AOs without jeopardizing the objectives of local businesses. Existing PaYS partnerships can be used to strengthen the network with participating businesses. Commanders can also help the command continue to build the network of PaYS partnerships by accessing the PaYS Resource Center through the USAREC Intranet.

SCHOOLS

2-31. The college market is the most important market in the command. The largest portion of quality enlistments will come from leads generated through a school program, and a large portion of quality leads will come from a college program. The information from the internal network helps commanders plan and sustain school programs within their AOs, particularly at the postsecondary level.

2-32. The high school market feeds the college program. Recruiters who begin contact with students during their early years of high school create an environment that leads to success in the college market. There are members of HQ USAREC, Rctg Bde, and Rctg Bn staffs trained to help commanders and recruiting leaders with their school programs.

2-33. The education services specialist (ESS) supports commanders with the expertise and insight the commander needs to dominate the college and high school markets. The ESS monitors all school programs throughout the organization. Indeed, the ESS is the “primary” on this shaping operation. The ESS is a member of the targeting cell, and his role is to ensure the priority of effort goes to institutions in the target area. The ESS targets priority schools to get school lists, to set up school Armed Services Vocational Aptitude Battery (ASVAB) testing. The ESS also advises the commander where best to employ “push” RSS resources, such as ASB assets.

ESS Internal Support

Example: The Rctg Bde S-2 cell runs an assessment that identifies two Rctg Bns that are markets of opportunity (MOO). Within one of those Rctg Bns are three MOO Rctg Cos. One of these Rctg Cos has two MOO RSSs, one of which has a ZIP Code that last year yielded 80 DOD GA enlistments. The ESS should find out where students living in that ZIP Code attend school and make sure those schools are getting the attention they need. The ESS also looks at 2-year colleges in the area and determines which have the highest number of students who come from this high-priority ZIP Code. The ESS gives this information to the Rctg Co and RS commanders who own that ZIP Code. With this information, recruiters should focus much attention on the colleges and high schools that serve the high-priority ZIP Code.

The ESS can also conduct site visits to schools to determine their “Tier status.” Such onsite visits help determine whether a school meets the criteria for Tier 1 status, which means the Army will consider its graduates to be high school diploma graduates. Such information is available in the Automated Territorial Alignment System (ATAS), but a list of Tier 1 schools produced by an ESS may be more up to date. This effort by the ESS allows and encourages recruiters to include smaller (perhaps private) schools in their prospecting plans. These efforts serve to increase the size of the potential market. In addition, the ESS

should have the lead (from a chap 2 perspective) on the education network. As they build rapport and credibility in the academic community, the ESS becomes a paid COI or very important person (VIP) who can wield great influence among educators in favor of the Army. This rapport and activities such as educator tours can open schools that historically have placed tight restrictions on recruiter access.

2-34. Clearly, schools form the “bread and butter” market of every recruiting unit and must be worked accordingly. Networking with university and college officials and leaders will help position recruiters for success on their campuses. By sponsoring activities at high schools, recruiting commanders can “soften the target area” for their recruiters. Commanders must train and coach their leaders to develop, implement, and sustain school programs that support the culture and climate of the school and create interest in Army service.

2-35. A large portion of the recruiter’s prospecting efforts will focus on the school program. The School Recruiting Program (SRP) is a well planned and coordinated effort at all levels to assist recruiters in penetrating the school market. In order to effectively penetrate the school market and communicate with students, recruiters must have access to students. It is extremely important that recruiters have access to schools and a list. School access means that a recruiter has physical access to the school and directory information on college and high school students. The release of directory information, a list that includes a student’s name and address and/or telephone number, is an important component of school access and is a recruiter’s basic prospecting tool. The list provides the recruiter with the information necessary to effectively communicate with students. Commanders at all levels need to be aware of the current legislation that allows recruiters access to students and release of directory information.

2-36. Without the support of parents and educators, it will be very difficult to implement an effective SRP. The SRP is designed to create positive awareness and interest in available Army programs among students, parents, educators, and COIs within the community. It provides recruiters with education programs and services so that they can effectively gain, maintain, and improve access in the schools. It is extremely important that recruiters initially establish rapport with school officials. This is the basic step in the sales process and a prerequisite to an effective SRP. Once a recruiter’s credibility is established and the Army is accepted as a viable career option, recruiters with the support of other key staff members will then be able to market Army education programs and services to students and school officials. The goal is school ownership and a maximum number of quality Army enlistments. Commanders need to ensure that every effort is made to build and maintain a good working relationship in the schools.

2-37. The success of the SRP is dependent upon a sound school plan. It is imperative that school plans are developed and implemented at all levels. School plans must be tailored to meet specific goals, objectives, and unique geographic and market requirements. Included in the plan will be a matrix of activities that identifies the tasks necessary to effectively manage and penetrate both the high school and college market. It is important that commanders at all levels use the matrix as a guide in evaluating the effectiveness of their SRP. Additionally, commanders must be continually assessing their school plan and recruiter activities to determine their impact on production. A school plan review will identify MOO and markets that need special attention. Commanders will ensure that school plans are being developed and implemented and are responsible for their followup, analysis, and assessment.

2-38. The SRP is also an important part of the integrated recruiting prospecting-lead generation program that ensures total market penetration. The SRP is the cornerstone of mission accomplishment. Without a strong schools program you cannot have an effective grad recruiting program. The RS must have a solid, results-oriented SRP to be successful. It is important that recruiters be proactive and innovative in implementing education programs in support of the SRP. Establishing, executing, and maintaining the SRP is ultimately the responsibility of the RS commander and recruiter. The process is ongoing throughout the school year (SY). Teamwork and coordination at all levels is essential to the execution of the SRP.

CLUBS

2-39. Important clubs exist in every community. Most communities have a Rotary Club, Lions Club, Veterans of Foreign Wars, American Legion, Kiwanis Club, and many others that are both patriotic and service oriented. Many of these organizations sponsor ongoing community activities associated with youth. For example, Kiwanis in many communities sponsor a Circle K club on college campuses or Key Clubs at local high schools. Commanders who join and encourage their leaders to join these clubs show the leaders of their communities that they too care and are not just passing through on assignment. This is a low cost and fun way to recruit. Membership in any of these clubs is another way to keep the Army connected with America. Commanders must identify the specific organizations within their communities that contain influencers and are active with the youth of the community to build an external network of recruiting multipliers.

OTHER ORGANIZATIONS

2-40. The value of civic organizations and whether to join or support them is a battlefield decision commanders make after careful assessment and legal advice. Prudence is even more critical when considering other organizations. These organizations include chamber of commerce sponsored committees and work groups, college clubs, sporting and hunting clubs, and the like. While it is good networking strategy to join and support clubs that add value to a community, supporting controversial organizations can harm the image of the Army and recruiting units.

2-41. Commanders must use their internal network to ensure they build the right external network. Advice from the brigade judge advocate, other commanders, and the advertising and public affairs (APA) specialists will help commanders and recruiting leaders build the right and most effective external network.

CONCLUSION

2-42. The ultimate objective of the Army is to fight and win our Nation's wars. USAREC's ultimate objective is to enlist or commission young Americans who possess the intellectual, physical, and emotional toughness to become Army of One Soldiers and who can develop into self-aware and adaptive leaders. The command harnesses the power of technology to collect, process, and manage information. Internal and external networks help disseminate information to help recruiting leaders see first, understand first, and act first to dominate their markets. At the center of the network is the recruiter, who is the network sensor on the ground. Commanders synthesize the information and form operational strategies that benefit the recruiter. An effective network generates increasingly more accurate leads that recruiters target, engage, and lead into their Army's future force.

Chapter 3

Operational Environment

Our Nation's greatness was achieved by the generation of Americans who have served their country with honor. The courage and sacrifice demonstrated by American Soldiers remains the foundation of our United States Army.

Former Undersecretary of the Army
Les Brownlee in his farewell letter, 10 December 2004

This is the composite of the conditions, circumstances, and influences that affect the employment of military forces and bear on the decisions of the unit commander. As forces are committed to an operation, the threat picture expands and situational awareness improves. As US military involvement increases, existing threats remain and may increase while new threats may emerge.

This is not CNN briefing a report from another continent; it is the picture of recruiting in the Heartland of America. Threats to mission accomplishment are everywhere, and it is the responsibility of every leader in the command to diminish those threats within the operational recruiting environment.

RECRUITING OPERATING ENVIRONMENT

3-1. The battlefield operating environment is defined by the elements of mission, enemy terrain (and weather), troops available, and time and the operations overlay. The operations overlay includes unit boundaries, objectives, avenues of approach, routes for advance, axes of attack, unit locations, and other operational elements. The recruiting operating environment is very similar.

OPERATIONS OVERLAY ELEMENTS

3-2. The elements of the operations overlay are also present in recruiting. Our objectives include our definitions of the recruiting market. Avenues of approach in recruiting are the many ways we promote Army service including national and local advertising, community events, and promotional events

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such as Total Army Involvement in Recruiting (TAIR), adventure van exhibits, and even NASCAR. Our routes of advance include discussions with influencers, like parents, teachers, counselors, and community leaders. Our axes of attack are colleges, high schools, and anywhere we find our markets. Finally, our Rctg Bdes, Rctg Bns, Rctg Cos, and RSs define our unit boundaries and locations.

RECRUITING DECISIONMAKING PROCESS (RDMP)

3-3. Recruiting leadership at every level uses the RDMP to conduct detailed planning for recruiting operations and to define how we will operate. Chapter 7 discusses RDMP in detail. A part of RDMP is the process that helps a unit visualize and analyze its environment, the IPM. Chapter 8 discusses this process in detail. Chapter 9 describes how the command positions its forces, assigns missions, and targets markets.

MISSION

3-4. The end strength of the Army is integral to the determination of the recruiting mission. Annually, in the defense budget process, the Nation's leadership determines the end strengths of the armed services necessary to support the National Security Strategy. DOD passes these requirements to the Department of the Army (DA).

3-5. Once DA (Pentagon staff) receives the required end strength figures from Congress, it estimates what the projected reenlistment rate will be for all categories of Soldiers by rank and military occupational specialty (MOS). They also analyze projected retirement and expiration term of service figures, by category and grade, in each MOS. The results of these computations indicate the number of new Soldiers by MOS that must be accessed during the coming fiscal year (FY) to meet the Army's end strength. This figure is then given to the United States Army Training and Doctrine Command and the United States Army Accessions Command (USAAC), who then analyze the mission before giving the accession mission to the CG USAREC. An accession mission comprises the specific number of individuals by education and mental test category who must enter AD during specific months of the year to complete training and be assigned to units. The CG must ensure USAREC meets these accession requirements for the Regular Army (RA), USAR, Army Medical Department (AMEDD), Officer Candidate School (OCS), Warrant Officer Flight Training (WOFT), chaplain, and other special programs. The CG meets this requirement by assigning a contract mission.

COMPETITION

3-6. USAREC competes for the service of America's youth. USAREC has three primary competitors: Colleges, industry, and the other military service branches. Unlike other types of competition, however, USAREC also works with its competition to give youth the opportunities they want and deserve and to ensure the future welfare and security of the Nation. After high school, youth face usually one of three choices: Go to college, get a job, or join the military. USAREC's goal is to ensure youth have the best opportunity to achieve their lifetime goals by accurately portraying the benefits of military service in the Army and to promote an understanding that Army service does not have to be exclusive to continuing their education or employment in a civilian job, but provides an opportunity to enhance their education or employment. Whether it is providing funding for school, providing the discipline necessary to succeed at school or a job, or providing a job interview and the skills necessary to succeed at civilian employment, the Army can make youth's goals a reality.

ENVIRONMENTAL FACTORS

3-7. The geographic, demographic, political, social, and economic environment USAREC operates in can have positive and negative effects on recruiting operations. Leaders must understand how these factors influence recruiting operations so they can plan accordingly.

GEOGRAPHY AND DEMOGRAPHY

3-8. Geographic factors such as terrain and urban, suburban, and rural areas, define where recruiting can occur. Demographic factors such as population density, ethnicity, male and female populations, and income distribution affect where and how we recruit. We locate RSs in areas that promote visibility and access to youth populations and a sufficient youth population to recruit from. We recruit differently in areas that have a high density of certain ethnicities or income levels. We must take each of these factors into account when we plan recruiting operations.

ECONOMIC, SOCIAL, AND POLITICAL

3-9. Economic factors can have a strong influence on the recruiting environment. Unemployment produces a direct affect on the number of youth who choose to join the Army. When unemployment rises, the number of youth who choose to enlist increases. When unemployment declines, the number of youth choosing to join the service also declines. Areas that are in economic crisis tend to have more youth who are interested in the service as an opportunity to escape economic hardship. Having an understanding of the economic situation in their AO enables recruiters to plan accordingly. The social conditions of the country or of specific regions also affect recruiting. Significant social events, such as the 9/11 tragedy, can promote feelings of patriotism that inspire youth to want to serve or, in some cases, not to serve. Periods of prolonged war, which are always socially controversial, can cause influencers to more strongly push youth toward or away from service. The recruiting force must understand times of social crisis so they can adapt to these changes. Political factors also influence recruiting. During national elections, youth and the adults who influence them may choose to wait and see the outcome of the elections. In areas of the country where politicians favor military service, youth may enlist in greater numbers. The opposite holds true in areas where politicians are unfamiliar or dissatisfied with the military. All of these factors will influence the recruiting environment.

RECRUITERS

3-10. USAREC distributes its recruiting force so there are enough youth for each recruiter to achieve mission. Every college and high school is aligned with RSs and assigned to recruiters as a primary axis of attack. Locations of Military Entrance Processing Stations (MEPS) are also taken into account when placing recruiters. RS and recruiter distribution is completed through the positioning process.

TIME

3-11. The recruiting calendar, with its staggered and overlapping recruiting contract month (RCM) and recruit ship month (RSM) schedule, denotes the timing and flow of the recruiting mission. RCMs designate the monthly period for writing contracts with youth to enlist in the Army. RSMs designate the monthly periods for youth to ship to the training base. Recruiters are constantly operating within their market to provide an even flow of contracts and shippers for the Army. RCMs and RSMs are staggered

so guidance counselors (GCs) and MEPS can provide quality attention to enlistees and are not overwhelmed on any one day with too many people to counsel and process.

ELEMENTS OF THE MARKET

3-12. USAREC's market is subdivided into elements. These are the potential market, the qualified military available (QMA) market, the target market, and the penetrated market.

POTENTIAL MARKET

3-13. The *potential market* consists of people who show an interest in Army service or would show an interest if they understood how the Army could satisfy their needs, wants, and demands.

QMA MARKET

3-14. The *QMA market* is made up of people in the potential market who are qualified to serve in the Army. These people are of the right age, meet the medical and moral qualifications for Army service, have the right education credentials and aptitude, and are currently not serving in the military. Of the QMA market, USAREC's *prime market* is currently defined as 17- to 24-year old males who possess a high school diploma and score 50 or higher (category I through IIIA) on the Armed Forces Qualification Test. While USAREC targets numerous markets, this is considered the primary target market.

PENETRATED MARKET

3-15. The *penetrated market* is that portion of the potential market that is currently serving in the Army or has enlisted in the Army and is in the Future Soldier Training Program (FSTP).

MARKET SEGMENTATION

3-16. Segmenting is the process of grouping individuals by like characteristics in order to more effectively target their needs, wants, and demands or to more efficiently promote military service through various promotional strategies. USAREC's markets are segmented by several means. Currently, USAREC segments the market by education, aptitude, ethnicity, lifestyle, and geography. The two primary means of segmentation for USAREC are education and aptitude. Education segments include non-high school diploma grads, Tier II high school grads (i.e., general educational development), Tier I high school diploma grads, those with some college (any college credit, self-reported), and high grads (30 college credit hours or more). Aptitude segments are defined as Alphas (I-III A), Bravos (III B), and category IV's (IV). These elements combine to provide USAREC's mission box categories of GA (Grad Alphas), SA (Senior Alphas), and Others. When USAREC leadership talks about the quality market, they mean the combined GSA (Grad/Senior Alpha) market.

ETHNIC SEGMENTS

3-17. USAREC's ethnic segments are defined as Caucasian, African-American, Hispanic, Asian-Pacific Islander, Native American, and Other. The MV50 Lifestyle segmentation currently defines USAREC's lifestyle segments. These segments group in-

dividuals by socioeconomic and behavior patterns. This grouping is done to the ZIP Code plus four levels or basically about 16 households. Finally, USAREC's geographic segments are defined by the boundaries at Rctg Bde, Rctg Bn, Rctg Co, and RS level.

OPERATIONAL CONCEPT

3-18. To be successful in recruiting for America's Army, USAREC must remain relevant to the market needs and consciously adapt to the new strategic, operational, technological, budgetary, and market realities of the early 21st century. Recruiters and their leaders are expected to do more with respect to gathering, integrating, understanding, and using information to solve problems, target the market, and make decisions.

3-19. Decisionmaking is a dynamic, multidimensional process whereby commanders make decisions about current operations while at the same time making plans for future operations. (Fig 3-1 depicts the RDMP.) Leaders must understand recruiting operations are continuous, cyclic, and seasonal in nature.



Figure 3-1. RDMP

RECRUITING OPERATIONS

3-20. Recruiting operations are cyclic and seasonal in nature. This in large part is dictated by the demands of the command's accession mission. Many operations occur annually (back to school programs happen about the same time every year). The size of the Future Soldier force will fluctuate. However, annually, there are patterns to this fluctuation. Prospecting operations often change seasonally due to holidays, midterm graduation, and during summer months when the majority of our target market is no longer in school. Some of our operations are impacted by recurring quarterly events like Rctg Bn level afteraction reviews (AARs) for RSs, Rctg Bde level AARs for Rctg Cos, and so on.

CONCEPT OF OPERATIONS

3-21. The *concept of operations* describes how commanders see the actions of subordinate units fitting together to accomplish the mission. The concept of operations expands the commander's selected COA and expresses how each element of the force will cooperate to accomplish the mission. Where the commander's intent focuses on the end state, the concept of operations focuses on the method by which the operation uses and synchronizes ROS to translate vision and end state into action. Commanders ensure that the concept of operations is consistent with both their intent and that of the next *two* higher commanders.

ROS

3-22. The ROS helps commanders plan, synchronize, and execute the mission. Chapter 4 discusses ROS in detail. Using ROS during the decisionmaking process and the development of the concept of operation ensures all elements of the organization are directed toward accomplishing the current mission while planning for future operations. Leaders need to understand recruiting operations are not only cyclical, but also continuous.

CONTINUOUS OPERATIONS

3-23. All recruiting operations (whether they are decisive, shaping, or sustaining) are continuous in nature about their planning and execution. While they may not all be executed simultaneously, leaders must ensure all operations are planned for on a continual basis. It is probable, during any given RCM, different command levels will be executing the same or a different type of recruiting operation. It is likely that different command levels will be executing the same type of recruiting operation during a given RCM. This situation is normal and expected, given the dynamic nature of recruiting, and it promotes success in the close fight (i.e., the current RCM). At the same time, it lays the foundation for success in the next quarter and beyond.

PART TWO

Foundations of Recruiting Operations Centered on the Strength of the Field Force

Part Two discusses the basics of recruiting operations:

- ROS.
- RSS.
- Art and science of recruiting.
- Command.
- IPM.
- Positioning and missioning the force.

Although recruiting operations are complex and sometimes ambiguous, recruiting operations can be summarized as follows:

- Prospecting is the most important function of a recruiter.
- Recruiting leaders make sure the recruiting force focuses on the right market, at the right time, with the right frequency, and with the right message to ensure mission success.
- Recruiters and recruiting leaders build coalitions with influencers within the community.
- Rigorous followup with applicants, Future Soldiers, influencers, and community leaders is vital.
- Recruiters and leaders must live the warrior ethos and Soldier's creed, demonstrating through action, the Army values, earning the respect and trust of the community in which they live and serve.

Chapter 4 describes ROS which allow the commander to direct and control operations. These systems are interrelated. This chapter helps commanders understand the relationships among the elements of ROS and to conceptualize operations.

Chapter 5 describes RSS as being the equivalent of CSS. These shaping operations are enabling functions for the commander. Just as Soldiers in the field cannot operate effectively without proper support, neither can recruiters.

Chapter 6 describes the art and science of recruiting. It outlines the art of the transformational leader, who uses interpersonal skills to relate to the market. These artful skills enable the leader to build trust and confidence while illustrating, through a personalized Army story, the effectiveness of the Army in defending our country. Then, with this new

trust, the leader demonstrates how a potential Soldier would benefit from serving the Nation. Chapter 6 further outlines the science of recruiting, whereby the recruiting leader, through analysis of historical operations and the IPM will be able to achieve mission by placing the right recruiters, with the right messages, at the right times, in the right markets.

Chapter 7 describes command in recruiting. Recruiting commanders, like commanders throughout the Army, have four functions. The commander visualizes, describes, directs, and leads the recruiting team to mission success. Commanders visualize operations in terms of mission, markets, simultaneous market penetration, mission accomplishment plan (MAP), and lead source analysis (LSA). Commanders describe in terms of time, space, resources, purposes, and actions how recruiting operations will be accomplished through planning guidance and providing the commander's intent. Commanders then use ROS to direct their forces to mission accomplishment. Throughout the entire process commanders constantly assess the situation.

Chapter 8 describes how the commander gathers intelligence and uses that intelligence. This *see, understand, act* approach allows the commander to finish decisively through the use of intelligence and analysis.

Chapter 9 describes how the commander positions and missions the recruiting force. Properly positioning the force within the market provides recruiters and units the best chance for mission success. Positioning deploys the proper recruiting force against an equitable portion of the market. Missioning the force allows recruiting leaders to focus the force on near-term success, mission box during the current RCM, while creating conditions for future success in later RCMs.

Chapter 4

Recruiting Operating System

If we desire to avoid insult, we must be able to repel it; if we desire to secure peace, one of the most powerful instruments of our rising prosperity, it must be known, that we are at all times ready for War.

George Washington

One cannot operate without leading, either leading oneself or others. Conversely, the mission cannot be accomplished without an understanding of the environment in which one operates. To an infantry leader, understanding the terrain and the employment of joint assets is key. To the recruiting leader, understanding the target market and those they communicate with is key. Recruiters not only prospect for Future Soldiers, they prospect for those who must reinforce the belief that our Nation is worth serving. Army recruiters and those who lead them must live the Army values and promote those values to influencers who justly protect the youth of our Nation from harm, yet are keenly aware of the need to defend America's interests abroad.

4-1. The ROS is the human and material resources (Soldiers, organizations, and equipment) commanders use to direct and control recruiting operations.

4-2. Commanders will consider each of the ROS when developing the recruiting plan. Commanders should think about recruiting operations in three phases:

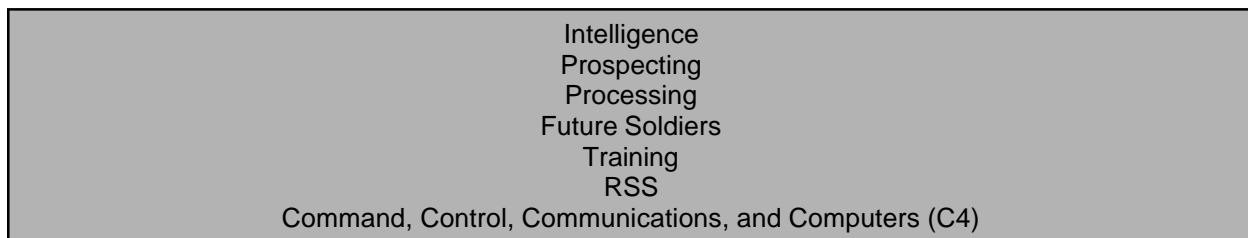
- **Deployment.** Where should we place our force so as to gain maximum exposure in the prime markets?
- **Employment.** Which recruiting operations should the force undertake and what results do we expect?
- **Exploitation.** What must we do to finish decisively and achieve mission?

For example, once a recruiter or recruiting team conducts recruiting operations and obtains leads, actions occur immediately following which ensure thorough and relentless followup is conducted to obtain an appointment and a potential quality contract for the US Army.

4-3. Commanders must realize that the ROS (see fig 4-1) is a set of linked systems, and overdependence on one system may have an adverse impact on the others. For example, putting too much emphasis on processing normally results in too little prospecting.

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**Figure 4-1. ROS****INTELLIGENCE**

4-4. The intelligence system supports the planning of recruiting operations. It gives the recruiting leader a historical view on prior operations while giving a current demographic picture of the market. Other intelligence tasks include:

- Situation development.
- Target development and support to targeting.
- Signs and warnings.

4-5. Intelligence in USAREC is all about understanding where the prime market is located so the recruiting force can use their limited time to target the most valuable market(s). As commanders decide how best to pursue mission accomplishment, they must consider a number of variables such as college and high school populations, census figures by ZIP Code, demographic studies, medical school student populations, TPU vacancies, projected losses from the Future Soldier Preparation Program (FSPP), historical production figures, and more. Analyzing this data is critical to mission success. Commanders at every level, RS through HQ USAREC, must be able to analyze the variables, be situationally aware, and develop simple and executable operational plans. While USAREC thinks and analyzes nationally, leaders at Rctg Bde and Rctg Bn think regionally, and leaders at Rctg Co and RS think locally. Each commander uses the same or similar databases to help them understand their AO. Then the commander calls on recruiting doctrine to develop operations that will dominate their market and achieve their mission by category. At the lowest level, this analysis allows the commander to see MOO or potential market losses and to direct recruiting efforts into those markets by ZIP Code.

4-6. Commanders also have ready access to historical enlistment data. USAAC's Data Warehouse, available via the Intranet, lets the commander view previous years' recruiting records for his or her organization. Commanders can use this data to determine recruiting trends and to redirect the efforts of the organization to capitalize on those trends.

PROSPECTING (LEAD GENERATION)

4-7. Prospecting is the key to success in recruiting. Recruiters must be engaged with the market; that is, they must be prospecting at every available opportunity. In the broadest sense, prospecting is nothing more than telling An Army of One story, it is sharing the message about the Army and our mission with everyone in the community by any means available. The purpose is to find people who might agree to an Army interview and become Soldiers.

4-8. Of course, an RS commander or Rctg Co commander cannot direct recruiters to simply "go out and prospect!" Like any other tactical mission, prospecting must be planned and purposeful if it is to be effective. Commanders at all levels have tools that help determine where, how, and when to prospect most effectively. Commanders

use conversion data to prepare a MAP for every RCM. Then commanders use the MAP and LSA to develop a complete operational plan. The MAP tells how much prospecting the mission demands. LSA identifies the best lead sources to pursue.

4-9. We have many ways to prospect and leads come from many sources. Just as we can define prospecting methods (telephone, face-to-face, Internet, and so on), we can define lead sources. Leads come from *lead refinement lists (LRLs)*, which recruiters maintain on the RWS; from referrals (COIs, VIPs, TPU members, Future Soldiers, etc.); from face-to-face encounters; and from many other sources. Recruiters must indicate the lead source on each prospect data record.

4-10. In simple terms, LSA is nothing more than a math drill. We start by counting how many Army interviews we conduct with leads from each lead source in a given month. We repeat the process month after month and keep a running total over a 12-month period. At the same time, we note how many of these interviews turned into enlistments. Then we divide the number of interviews by the number of enlistments. The result tells us how efficiently a recruiter or RS converts interviews to enlistments. We also find the effectiveness of prospecting methods and lead sources vary from market to market, from season to season, and even among individual recruiters.

4-11. Preparing a MAP is a similar math exercise. The RA mission typically calls for an RS to enlist a certain number of high school diploma graduates and current year high school seniors for a given RCM. The RS commander uses the RWS to prepare a MAP for the RS. The MAP draws from historical data to determine how many Army interviews recruiters must conduct week by week to achieve the mission by category.

4-12. Special missions include recruiting for officer procurement programs: OCS, WOFT, AMEDD, the Chaplain Corps, and others. The command has recruiters who specialize in recruiting doctors, nurses, and chaplains. These recruiters prospect among college and postgraduate students who are pursuing degrees in those fields. A few high school diploma graduates qualify to enlist for WOFT (even high school seniors may apply), but most successful WOFT enlistees have completed at least 2 years of postsecondary study. OCS requires at least a bachelor's degree. Commanders must ensure their recruiting forces actively work the college market in order to gain enlistments in these special categories.

4-13. Commanders receive their mission with specific categories for high school seniors, high school graduates, and special missions. Success means a commander fills all mission requirements by category. Therefore, the commander must determine how best to prospect for each category.

4-14. The LSA shows the avenues of approach to the target:

- **P1 – Telephone.** These leads include school lists (college and high school), advertising leads from HQ USAREC, leads generated through exhibits or from individual recruiter canvassing, etc. Telephone prospecting has the highest percentage of contacts per hour spent prospecting of any other lead source due to the number of calls a recruiter can make in a 1-hour period. While it generally contributes the bulk of enlistments each month, it is one of the least effective in terms of how many new appointments must be generated to secure an enlistment. Telephone prospecting is the long-term battle fought by recruiters to establish and maintain rapport with their prime markets, positioning themselves to be the service of choice of today's military-aged markets.
- **P2 – Referral.** These leads include referrals from Future Soldiers, current applicants, referrals from educators and businesspersons (COIs), etc. While

they generally do not represent the majority of enlistments obtained in a single month, they represent the lead source with the fewest appointments required to obtain an enlistment. Referrals represent transference of credibility from the person making the referral to the recruiting leader. As a result, recruiters are more confident, the prospect less skeptical, and the recruitment conversion much better for this lead source.

- **P3 – Face to Face.** The recruiting force is routinely directed into high traffic areas to speak face to face with potential Future Soldiers. Depending on the skill of the recruiting force, this source has the potential to accomplish a large portion of the monthly mission. The number of people a recruiter talks to face to face before obtaining an enlistment is generally far fewer than that from telephone prospecting sources. Leaders identify the most likely areas for face-to-face prospecting and deploy their recruiters at the most advantageous times. Some examples include prospecting on school campuses, at popular hangouts, at sporting events, at unemployment offices, malls, etc. Successful recruiters continuously face-to-face prospect on their way to and from all other recruiting activities.
- **P4 – Internet.** With the advent of the Internet and the increasing number of Web pages, bulletin boards, chat rooms, etc., recruiting leaders have been turning more and more to contacting people via the Internet. Information gathering by the recruiting force is key. Soliciting e-mail addresses, access to school bulletin boards and professional business sites, etc., are examples of the actions that must become routine practice at the recruiter level.

4-15. Commanders must balance the need for efficient and effective contacts while using all avenues of approach to achieve mission box while creating success for future operations. Commanders must also adapt their prospecting plans to fit their market. For example, P1 for college and high school students may not be as effective as in the past. As a result, the commander may substitute P4, Internet prospecting, for some hours normally devoted to P1. In many instances, recruiters carry out the development of various lead sources at the same time. Prospecting in USAREC compares roughly to maneuver.

4-16. Commanders must also consider the time it takes, by lead source, to generate an enlistment. Generally, the lead sources with the highest attempts to achieve an enlistment also takes the longest to develop. They are considered to have a high *flash to bang* time.

PROCESSING

4-17. The processing system:

- Ensures only qualified applicants enlist as Future Soldiers.
- Matches personal credentials and requests of the Future Soldier with the needs of the Army.
- Demonstrates for the applicant the Army's and the recruiter's concern for him. When applicants are *pressured* to enlist, they are much more likely not to report for duty. When care and concern have been demonstrated, the applicant's commitment to serve can be increased.

FUTURE SOLDIERS

4-18. Future Soldier Program:

- Reinforces the individual's commitment to the Army.
- Prepares the Future Soldier for the rigors of BT.
- Reduces personal and family anxiety about joining the Army.

- Obtains referrals.
- Is a source of intelligence for IPM.

TRAINING

4-19. The goal of training in USAREC is to improve the ability of recruiters and to develop recruiting leaders. Effective training begins with a study of doctrine and the current state of operational capabilities. The individual or unit that regularly fails to achieve mission may need training.

4-20. The Station Training Assessment Review (STAR) Program is key to seeing the strengths and weaknesses of our smallest recruiting unit. Commanders use the STAR Program, the New Recruiter Program, and their own personal observations to design effective training.

4-21. Training programs focus on tasks directly related to the unit's METL, coupled with an understanding of future requirements based on the cyclic nature of recruiting. Commanders think about training as they think of and describe future recruiting operations. The training systems consist of things that make sure every unit is at the highest readiness levels. According to paragraph 1-26, training itself occurs while fully engaged operationally. It is crucial that units learn and improve their skills with each completed task or action by using proper metrics and AARs.

RSS

4-22. Commanders visualize and describe RSS from the perspective of the overall recruiting operation. Integrated throughout recruiting operations, RSS is characterized by:

- Responsiveness to give the right support at the right time to the right market.
- Integration with the local recruiting force.
- Sustainability to support all three types of recruiting operations: Decisive, shaping, and sustaining.

4-23. RSS contains many technical fields and useful actions. RSS uses military, civilian, and contracted support and offers the physical means for Soldiers to work. It is present across the range of recruiting operations at all levels. The following is an overview of RSS and how each part supports recruiting operations:

- Human Resources (G-1, S-1). Handles all military and civilian human resource matters to include:
 - Administrative.
 - Financial.
 - Medical support.
 - Retention.
 - Chaplain support.
 - Equal opportunity.
 - Soldier and Family Assistance (SFA) Program. The USAREC SFA Program works to improve the working and living environment for single and married Soldiers and families. Each Rctg Bde and Rctg Bn has a soldier and family assistance program manager (SFAPM) who advises the commander and assists Soldiers and families with the following:
 - Relocation.
 - Sponsorship training.
 - Lending closet.
 - Morale support activities.
 - Exceptional Family Member Program.

- Army Family Team Building.
- Medical issues.
- Housing.
- Spouse employment.
- Education.

The SFA Program can also offer referrals to agencies such as the Red Cross, United Way, United Service Organization, and others.

- Market Intelligence and Mission Analysis (G-2). At HQ USAREC, G-2 collects and analyzes recruiting and market data. Within the Rctg Bde S-3, the market studies and analysis branch conducts RMA and maintains databases, such as ATAS, the Master ZIP Code File, and Reserve Center Totals.
 - Operations and Training (G-3, S-3):
 - Monitors day-to-day recruiting activities and manages all daily enlistment activities.
 - Reviews and processes requests for waivers of enlistment standards.
 - Manages recruiting of special missions (OCS, WOFT).
 - Develops and assesses recruiter training programs.
- Rctg Bde and Rctg Bn S-3 shops prepare production statistics reports for the commander, supervise GC shops, and administer the Recruiter Incentive Awards Program. The USAR operations branch manages the Recruiting Partnership Council (RPC) and Active Duty for Special Work (ADSW) Programs.
- Resource and Logistics Management (G-4/8, S-4/8). Manages the commander's material assets, to include the motor vehicle fleet and facilities.
 - Marketing, Partnerships, and Outreach (G-5, APA). Rctg Bn APA manages local advertising within a budget maintained by the Rctg Bde marketing specialist. Rctg Bn APA also may publish a newsletter, and the ESS supports the Rctg Bn high school and college recruiting programs.
 - Information Management (G-6, S-6): At USAREC, this staff element is the G-6 and manages and maintains voice and data communications systems. At Rctg Bde and Rctg Bn levels, the information management officer trains and assists personnel on the following:
 - Hardware and software.
 - Computers.
 - Networks.
 - Modular telephones.

C4

Command and control is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission.

FM 3-0, Operations

4-24. The C4 system aids the commander's power to:

- Make informed decisions.
- Assign authority.
- Synchronize ROS.

4-25. It also helps commanders to adjust plans for future operations, even while focusing on the current one. Through C4, commanders begin and combine all mili-

tary roles and systems toward a common goal of mission success.

4-26. Technology enhances leader, unit, and Soldier performance and affects the planning and conduct of recruiting operations. However, technology does not replace the importance of the commander's presence on the ground at the critical stage to positively influence the outcome of recruiting operations. The recruiting leader can use the communication and information systems available to see first and understand first, essentially increasing the speed of planning, collaborating, and reacting. However, commanders must resist the temptation to micromanage the tactical action of subordinates.

CONCLUSION

4-27. The ROS is comprised of the human and material resources commanders utilize to direct and control the recruiting operation. Deployment, employment, and exploitation are the three considerations commanders should take into account when planning recruiting operations. The components of the ROS are connected and over reliance on one part may have an undesirable impact on the others. Intelligence provides the commanders with the information to locate their prime market to target their force most effectively. Each level of command analyzes the various sources of data to develop executable plans. USAREC analyzes and thinks on a national level, while Rctg Co and RS leaders think locally. Situational awareness and the ability to take advantage of MOO are the key results of proper intelligence analysis. Prospecting is the central component to a successful recruiting operations plan (ROP). The use of the MAP and LSA provides leaders with the tools to determine both what the recruiter or team must accomplish to achieve mission box, but also, which avenues of approach or methods of prospecting will provide the best results. Telephone prospecting normally results in the greatest number of enlistments on a monthly basis. When compared to other sources of leads however, it is one of the least effective, as it requires a higher number of appointments made for each enlistment. P1 is a continuous effort to open the initial conversation with our market, establishing rapport and getting the Army message across to a large number of our target market. Referrals or P2, provide recruiters with appointments which routinely convert to enlistments at a high rate, and faster than P1 appointments. P3 or face-to-face prospecting is conducted where our market is located, schools, mall, events, or conducting house calls. It is important for leaders to identify the locations of where our force can be most effective using this method. P4 or Internet recruiting has become a tool for contacting our market and developing information about e-mail addresses, bulletin boards, and chat rooms. The processing and Future Soldier systems ensure only qualified applicants enlist in the Army and then are provided a transition phase which includes preparation for BT. The training component is designed to ensure that recruiters and RSs have the skills necessary to win and achieve mission box. The STAR is the central piece of the training system at the RS level. RSS is comprised of military, civilian, and contracted personnel who provide the logistical, administrative, and operational support at each level of command. The C4 system assists the commanders in adjusting plans for future operations, as well as in making informed decisions, and assigning authority.

Chapter 5

Recruiting Service Support

In peace or war, the presence of people and materiel in units establishes a requirement for sustainment. People, skills, capability, and things are maintained to the standard set for mission accomplishment by replacement, rotation, repair, and training operations.

How the Army Runs – A Senior Leader Reference Handbook
US Army War College, 2001-2002

Keeping the organization running effectively and efficiently is the job of CSS. The primary CSS tasks are to man, arm, fuel, fix, and move the force. Just as in the civilian world, the Army has members who provide health care, handle personnel records, and operate computer networks. RSS is aligned with the same thought process. Human resources support, transportation demands, reports, market analysis, and supply are but a few. RSS incorporates marketing and outreach as well as family readiness group (FRG) support.

5-1. RSS focuses resources to support the commander's intent and the concept of operations and maximizes freedom of action. RSS is the recruiting equal of CSS. Recruiting operations and RSS are interdependent. Without proper employment of RSS, decisive and shaping operations cannot go forward successfully.

5-2. Like Soldiers in any Army organization, recruiters cannot function without support. USAREC Soldiers and their families live and work in communities throughout the United States and overseas. Most live in areas far from the familiar environment of a military installation. Therefore, these Soldiers must rely on RSS to:

- Take care of their personal needs such as pay and medical and dental care.
- Furnish and maintain the professional tools they need to succeed.

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5-3. Throughout the command, RSS is designed to operate by both “push and pull.” Commanders from Rctg Bn through USAREC push RSS forward (ADSW, Home-town Recruiter Assistance Program (HRAP), TAIR, Special Recruiter Assistance Program, United States Army Mission Support Battalion (MSB)) to assist RSs that occupy key markets. The system also allows RS and Rctg Co commanders to pull RSS that they need (TAIR, HRAP, ADSW, etc.) to put support at the right place at the right time in front of the right audience to accomplish the mission.

KEY RSS FUNCTIONS

5-4. RSS consists of many unified functions. Planning, preparing, and executing support involves matching and mixing those functions. At all levels of operations, the key RSS sustainment functions include:

- Human resources support.
- Maintenance (office equipment and furniture).
- Transportation (Government-owned vehicles and commercial transportation to move applicants to and from the MEPS).
- Facilities (such as RSs and headquarters space for Rctg Cos and Rctg Bns).
- Market analysis.
- Supply (transportation, real estate, office supplies).
- Technical support.
- Marketing, partnerships, and outreach.

RSS PLANNING AND PREPARATION

5-5. RSS staff members assist commanders in developing RSS plans. The vision and intent of higher commanders is the basis of these plans. In order to support their concept of operations, recruiting commanders visualize what tasks to complete. RSS planners must match the concept of support and make sure it supports the concept of operation. Planners must address, as required, all seven sustainment tasks in the context of before, during, and after (or by phase for phased operations). The plan must also set up priorities of support and link with the priorities in the commander's intent and other directives from higher headquarters.

RSS PLANNING CONSIDERATIONS

5-6. Recruiting commanders at all levels must think long-range with respect to RSS. Many RSS functions, such as marketing and outreach, require weeks or even months of planning and coordination.

5-7. RSS is not infinite. Limited time, money, personnel, and equipment require commanders to carefully study their markets to find out where, when, and how to employ scarce RSS resources.

USAREC, RCTG BDE, AND RCTG BN RSS FUNCTIONS

5-8. Every level of command within USAREC provides resources and logistics for recruiting operations. This includes personnel as well as equipment that are vital to the field's ability to carry out the mission. Some of the more common functions are:

- Personnel service support.
- Supply and logistics.
- Education service support.
- Incentive program management.
- Operations and staff support.
- Soldier and family readiness programs (FRGs).

- 5-9. Commanders are responsible for all aspects of Soldier and FRGs that include:
- Establishing, developing, and supporting Soldier and family readiness.
 - Guiding group leaders in planning activities.
 - Ensuring overall success.

5-10. At USAREC, Rctg Bde, and Rctg Bn level, an SFAPM assists the commander in accomplishing family readiness goals. At Rctg Bde and USAREC level, an SFAPM also assists the commander in offering family advocacy services to recruiters, Soldiers, and their families.

5-11. Through upbeat education and support programs, the family and Soldier readiness system deals with the state of preparedness of the Army family. It promotes independence and improves family well-being. Figure 5-1 shows USAREC's Soldier and family readiness structure.

PERSONNEL SERVICES (G-1, S-1)

5-12. Throughout the command, the Human Resources Division of HQ USAREC gives support to:

- Soldiers.
- Civilian employees.
- Family members.

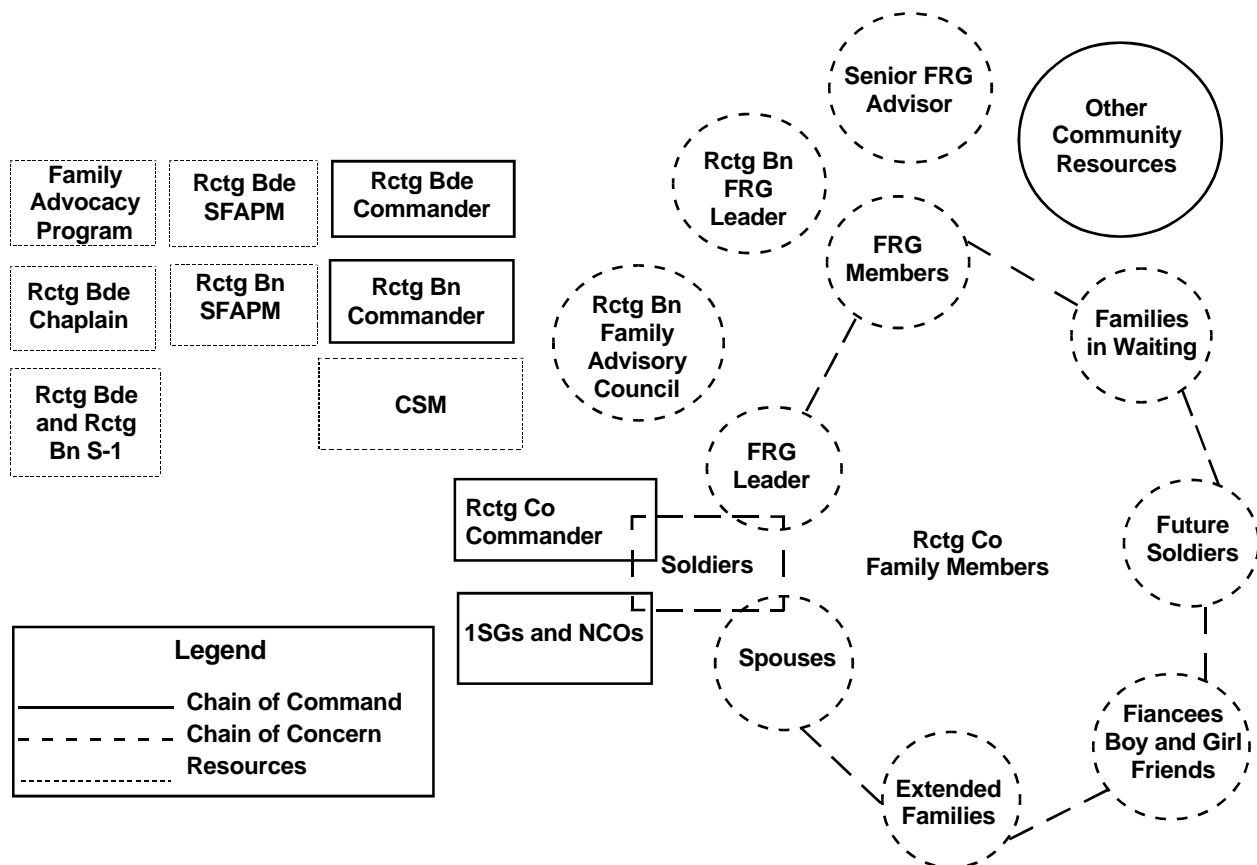


Figure 5-1. USAREC's Soldier and Family Readiness Structure

5-13. At Rctg Bn and Rctg Bde, S-1s advise the commander and support the Rctg Bn about human resources, both military and civilian. In addition to giving medical, administrative, and financial support, they are responsible for monitoring and assessing:

- Personnel strength and readiness.
- Unit morale.
- Command climate.
- Stress.
- Unit cohesion.

MARKET INTELLIGENCE AND MISSION ANALYSIS (G-2, S-2)

5-14. G-2 is USAREC's *intelligence-gathering* arm. Market intelligence and mission analysis collects and studies statistical information about the recruiting marketplace. Through reports, the information is available to commanders.

5-15. The Market Studies and Analysis Branch of the Rctg Bde S-3:

- Conducts the RMA and missioning process.
- Maintains the ATAS database.
- Evaluates changing markets.
- Participates in the targeting cell.
- Conducts planning for future operations.

5-16. Using reports from these staff elements, commanders decide where to focus recruiting operations.

OPERATIONS AND TRAINING (G-3, S-3)

5-17. G-3 is the largest command staff element in USAREC. G-3 oversees activities for enlistment and commissioning programs from civilian life. G-3 responsibilities include:

- Proponency for command recruiting doctrine and policies.
- Reviewing and processing requests for waivers of enlistment standards.
- Managing day-to-day recruiting operations throughout the command.
- Developing and assessing recruiter training programs.
- Managing the computerized recruiting accession system used in Army GC shops.
- Managing recruiting of special missions, such as OCS, WOFT, and Chaplain recruiting.
- Enforcing enlistment standards through the Enlistment Standards Division.
- Investigating improper recruiting activities through the Recruiting Improprieties Branch.

5-18. G-3 develops incentive programs aimed at both recruiting prospects and recruiters. Recruiting commanders must know these programs and understand how to influence them to increase mission success and increase recruiter output.

5-19. At Rctg Bde and Rctg Bn, S-3s develop production statistics of interest to the commander and supply reports to higher headquarters. The S-3:

- Performs market analysis and mission planning functions.
- Oversees the review of enlistment packets.
- Supervises the GC shop.
- Enforces the standards of mission success with integrity by making sure invalid enlistments do not occur.

- Administers the Recruiter Incentive Awards Program.

5-20. In addition to the above, the USAR Operations Branch of the S-3 manages the RPC and ADSW Programs.

RESOURCE AND LOGISTICS MANAGEMENT (G-4/8, LOGISTICS DIVISION, AND COMPTROLLER DIVISION)

5-21. G-4/8 is the principal management and financial advisor to the CG. G-4/8 collects, validates, and documents command funding and manpower requirements and monitors program resources and program execution. Major functions managed by G-4/8 are budget management, accounting operations, supply management, force structure, travel management, procurement support, and facilities. At the Rctg Bde and Rctg Bn levels, the Logistics Division and the Comptroller Division manage the commander's material assets, especially the critically important General Services Administration vehicle fleet.

MARKETING, PARTNERSHIPS, AND OUTREACH (G-5, S-5)

5-22. In a typical Army organization, G-5 deals with news media and may publish a newspaper as part of the Command Information Program. At HQ USAREC, G-5 (also known as Marketing, Partnerships, and Outreach) carries out a multitude of support tasks with nationwide visibility. Local advertising, promotions, public affairs, events, education—all this and more—belong to G-5 at command level. At Rctg Bde and Rctg Bn level, this staff element is commonly known as APA.

5-23. G-5 responsibilities are:

- Local advertising. Rctg Bn S-5 can draw from the command's collection of more than 600 Media Online Placement System ads to place advertising in local media. The Media Online Placement System simplifies the ordering, placement, creation, and fulfillment of local advertising. This system is available over the Internet. Services include:
 - Print ads for publication.
 - Radio scripts for broadcast.
 - Exhibit space ordering.
 - Cinema buys.
 - Related creative materials access.The commander can use these resources within the limits of the Rctg Bn's advertising budget.
- National events and conferences. For example, Army racing and Army Soldier Show.
- Recruiter Journal magazine. This monthly publication carries articles about successful recruiting operations, news from around the command, and a recruiter quiz. RS commanders and higher level commanders should read this magazine and look for ways to improve their own operations. The Recruiter Journal is also a good medium for commanders to share their own success stories and to put the spotlight on successful subordinates.
- Pocket Recruiter Guide.
- ESS. The mission of the ESS is to:
 - Share Army training and education opportunities to the civilian education community.
 - Assist the recruiting force by gaining, maintaining, and improving access to the Nation's high school and college students.

5-24. An effective SRP accomplishes this mission. The SRP is the single most crucial

component of any recruiting commander's operations. In fact, no commander can have an effective graduate recruiting program without a well-planned and well-executed SRP. Recruiters must have physical access to schools and a list of students. Getting such access means recruiters and RS commanders must establish their credibility with school officials, parents, and COIs in their markets. Some markets resist the efforts of recruiters and RS commanders. When this occurs, the Rctg Bn and/or Rctg Bde ESS can often make a key contribution.

5-25. PaYS is a recruiting idea developed by USAREC to appeal to young people interested in obtaining a quality civilian job after serving in the Army. This unique program is part of the Army's effort to partner with America's business community and reconnect America with the Army.

5-26. Recruiting is an Army imperative and must involve the entire Army. Recruiting commanders can draw on the assets of the Total Army (Active, Reserve, and National Guard) to increase awareness and create interest in Army opportunities. The TAIR Program can help commanders and recruiters penetrate their markets.

5-27. TAIR events improve the Army's image in the community. These events include:

- Army band clinics.
- MOS and skill clinics.
- Sports clinics.
- Static displays of equipment and vehicles.

TAIR events should not be limited to RA assets. All recruiting commander's TAIR programs must include USAR and National Guard organizations.

5-28. The main concern for the commander's TAIR Program is to help recruiters reach and win over the key recruiting audience. Awareness activities should have secondary emphasis, such as boost general public awareness of Army recruiting efforts through participation in public events.

INFORMATION MANAGEMENT (G-6, S-6)

5-29. Communications is the crucial *center of gravity* for recruiting. The G-6 plays a vital role in maintaining the communication networks that carry information throughout the command. G-6 manages and maintains the command's voice and data communications systems. These systems transmit vital recruiting data to commanders at all levels of the command.

5-30. At the Rctg Bn and Rctg Bde level, the S-6 (information management officer):

- Orients new personnel on automation and communication resources.
- Gives formal training, on-the-job training, or other assistance for command standard software packages (ARISS, modular telephone systems, local area network, and e-mail).
- Serves as the information systems security officer with responsibility for automation physical security and password control.

STAFF JUDGE ADVOCATE

5-31. The Staff Judge Advocate advises the CG, deputy commanding generals, USAREC staff, and subordinate USAREC commanders on the full spectrum of legal matters. The list of functions include: Military justice, standards of conduct, procurement law, administrative law, fiscal law, litigation, civilian personnel and labor law, legislation, intellectual property, claims, military personnel law, and enlistment

law including revisions or development of needed legislation or Army policy to further all Army recruiting programs. This includes proponency for USAREC directives, policy, training information, and programs in these areas.

5-32. The Office of The Staff Judge Advocate (OSJA) provides exclusive legal advice to the CG and staff concerning military disciplinary actions for approximately 10,000 personnel, including courts-martial, separation actions, reprimands, and recruiting improprieties and inquiries. The OSJA routinely provides legal services regarding congressional inquiries, Freedom of Information Act requests, Lautenberg Amendment, and other enlistment eligibility opinions, ethics, contracting, and civilian labor law. Contracting, outsourcing, advertising, outreach, and research programs receive tailored legal support related to the unique recruiting mission. Each area requires extensive experience and expertise to ensure the command conducts these missions in a lawful, effective, and prudent manner.

COMMAND CHAPLAIN

5-33. Through dedication, USAREC and Rctg Bde unit ministry teams (UMTs) take care of Soldiers and families. The UMT gives pastoral care and ministry for the religious, spiritual, moral, and emotional well-being of the command's Soldiers and their families. Due to the geographical dispersion of the command, the chaplain encourages the members of the Chaplain Reserve Support Program to assist in his ministry. The chaplain helps the commander set up a moral, ethical, and spiritual climate and maintain ethical and humanitarian leadership practices.

5-34. Recruiting is a very stressful activity. Long hours and having to deal regularly with rejection can degrade a Soldier's ability to cope with stress. A Soldier whose mind cannot focus on the recruiting mission will contribute little toward mission success. The wise commander will employ the UMT to help sustain the recruiting force.

ASB

5-35. The ASB serves as the command and control headquarters for the:

- MSB.
- AMU.
- USAPT (Golden Knights).

5-36. In order to provide quality leads to the entire accessions effort, the MSB:

- Conducts professional touring and convention exhibits.
- Gives multimedia and graphic support.
- Markets incentive products providing a strategic edge in presenting and reconnecting the US Army with America.

5-37. The MSB fosters and maintains a positive command climate that meets the professional and personal needs of Soldiers, civilians, and family members.

UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND (USMEPCOM)

5-38. USMEPCOM is an important partner with USAREC. This multiservice command makes sure the quality of military accessions during peacetime and mobilization in accordance with established standards. USMEPCOM operates the MEPS that test the mental and medical qualifications of applicants for all branches of the Armed Forces.

5-39. USAREC's recruiters and GCs work daily with USMEPCOM to enlist new Soldiers and ship them to the training base.

CONCLUSION

5-40. RSS focuses resources to support the commander's intent, the concept of operations, and provide for the maximum freedom of action. Successful shaping and key operations require the effective employment of RSS. RSS provides mission support for current and future operations, as well as supporting the Soldiers and civilians of the command and their families. RSS consists of many components with the overall purpose of providing for Soldiers personal needs and furnishing and maintaining the professional tools they require to accomplish their mission. In the RSS planning stage the vision and intent of higher level commanders forms the basis for plan development. A long-range vision by commanders at all levels is critical. Several RSS functions require months of lead time to plan and coordinate. Resources such as time, money, and personnel are limited and require careful study and analysis by commanders to ensure the proper employment of limited resources. Each level of command provides resources and logistics for recruiting operations. They include personnel needs as well as the equipment necessary to carry out the mission. G-1 and S-1 elements advise commanders and support their units in the human resource area. G-2 is the intelligence arm of USAREC. It provides the marketplace statistical and historical information for the commander. At the Rctg Bde level, S-3 is responsible for conducting RMA and the missioning process. Rctg Bn and Rctg Bde S-3 elements also provide production information for commanders and oversee enlistment standards for the unit. The G-3 element at USAREC oversees activities for enlistment and commissioning programs. It is also responsible for the command recruiting doctrine and policies. G-4/8 is the principal advisor to the commander on financial and management issues. At Rctg Bdes and Rctg Bns, S-4s manage the material assets of the unit, including the General Services Administration fleet and recruiting facilities. G-5 and S-5 elements manage the APA, either nationally or locally for the command. G-6 and S-6 elements manage and maintain the command's voice and data systems across the command, a critical role in today's recruiting environment. Commanders must see RSS as an enabling operation. Without the proper employment of RSS, shaping and key operations cannot go forward successfully.

Chapter 6

Art and Science of Recruiting

There is no limit to the good you can do if you don't care who gets the credit.

General George C. Marshall

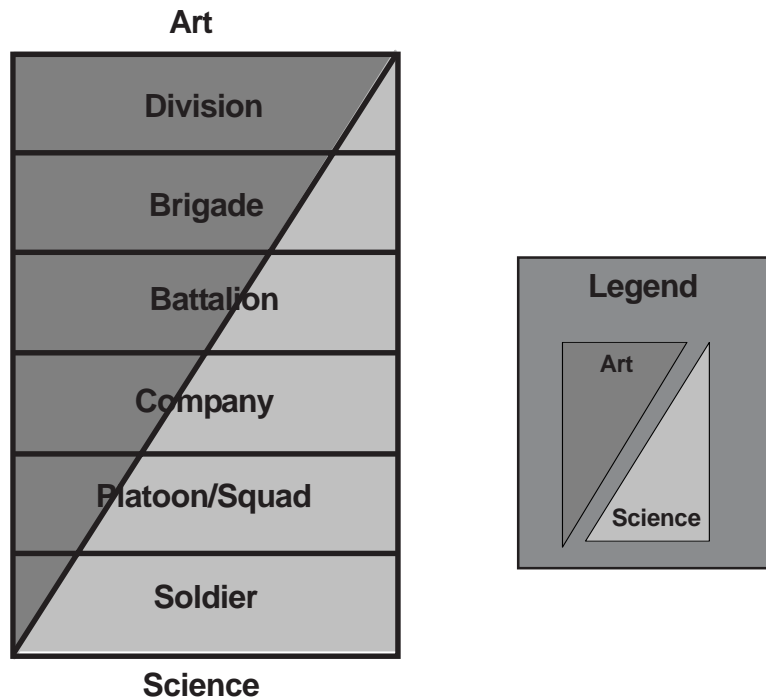
GEN Dwight Eisenhower told GEN Omar Bradley, “In my opinion, you are preeminent among the Commanders of major battle units in this war. Your leadership, forcefulness, professional capacity, selflessness, high sense of duty, and sympathetic understanding of human beings combine to stamp you as one of America’s great leaders and soldiers.” In that one sentence, Eisenhower spoke of both the art and science of leading combat forces. The art and science of recruiting encompasses the same traits as those of the battlefield. Whether communicating with warlords or guidance counselors, captured enemy soldiers or college students, there is both an art and a science to dominating the objective.

6-1. Recruiting is a combination of art and science. To effectively achieve results, combine the art with the science to position a well-trained force in opportune markets at a time when those markets are most vulnerable. As shown in figure 6-1, in the profession of arms, the art of combat operations begins at the headquarters. As you move down through the subordinate units, the art is refined into science, how to perform individual tasks that make up the science of conducting combat operations.

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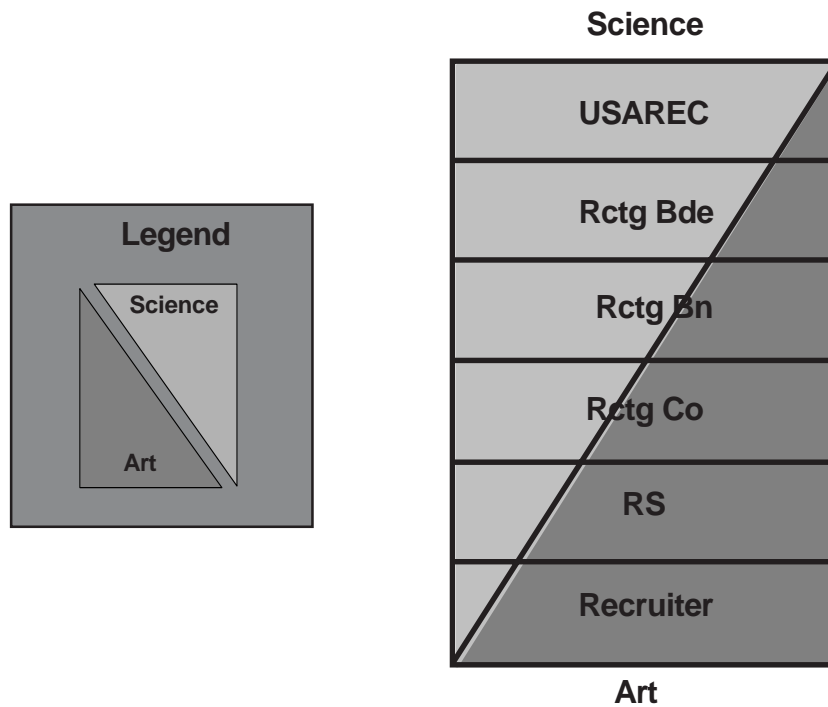
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6-2. As shown in figure 6-2, in USAREC, we have reversed the art versus science argument. HQ USAREC practices almost pure science: Demographics, market share, etc. In the RS, recruiters practice an almost pure art. They use their interpersonal and conceptual skills to win over America’s youth to the merits of Army service. The Rctg Bn and Rctg Co levels are the points where art and science intersect. BLTs and CLTs must be proficient in the science of recruiting to determine where and when their forces have the greatest opportunity to achieve the mission. They must be equally adept in the art of directing those forces against the right markets at the right time to achieve both the current and upcoming missions. Our leaders and recruiters learn the basics of the art and science of recruiting in school, and once they leave the institution, they refine the art through constant practical application, individual study, and organizational training programs.



Art begins at Division and is refined in science as it moves through subordinate units.

Figure 6-1. Art versus science



USAREC uses science of recruiting while recruiters use art of recruiting.

Figure 6-2. Science versus art

THE ART OF RECRUITING

6-3. The art of recruiting changes with the level of command. At the USAREC level, the science entails the ability to determine MOS placement priorities, lead time needed to meet enlistment criteria (such as security interviews and language testing), mental and physical requirements, and projected losses in order to meet MOS-fill requirements. The art includes the command's ability to react and adjust to changes in MOS structure, such as the addition or deletion of an MOS or a change in MOS qualifications.

OPERATIONAL ART

6-4. At BLT, CLT, and RS commander levels, operational art is the ability to see the mission and take appropriate actions to consistently achieve it, month-by-month, category-by-category, through dynamic leadership. When and where to prospect is a key leadership decision. Commanders must find ways to position the force to achieve mission in the current month and in the months ahead. For example, a commander can direct a portion of the unit's prospecting activities into the junior market in December. Such a shaping operation lays the foundation for recruiting efforts the following summer. At the same time, vigorous prospecting in the graduate and senior markets supports the current mission.

RECRUITING ART

6-5. At the recruiter level, recruiting art is the practice of adapting and applying dynamic interpersonal and leadership competencies and communication techniques with personal experience to shape, lead, and tell the Army story. The Army, older than the Nation itself, is a values-based organization of devoted, professional Soldiers. Army service has many solid benefits to offer the youth of America. However, some of its greatest benefits are subtle, such as service to country in fulfilling a sacred responsibility of citizenship and the pride that comes from being a Soldier. Recruiters who master the art of recruiting can transform these facts and ideas into appealing opportunities that their market will take advantage of.

INTERPERSONAL SKILLS

6-6. Recruiters are masters of interpersonal communications. These communication skills are vital to a recruiter's success:

- **Verbal.** The clearest form of communication, but one of the least understood and most abused. A verbal exchange occurs when one person speaks to another, but this is not necessarily effective communication. A wall or filter between the two people can distort the message. A poor choice of words, the wrong tone of voice, or a lack of eye contact can badly affect the value of the presentation. The use of Army acronyms, military jargon, and slang could easily confuse prospects and cause them to lose interest.
- **Nonverbal.** We don't always need words to communicate. Most nonverbal communication occurs at the subconscious level. Many people are unaware of their nonverbal communication and the effect it has on people and situations. Seemingly little things, like a smile or a firm handshake, send out a positive message to the prospect. Negative messages are just as easy to send. To make sure opinions do not affect the presentation, recruiters take into account these factors at all times.

APPEARANCE

6-7. A recruiter gets only one chance to make a first impression with each new person they meet. The recruiter's personal appearance sets the tone for the meeting. Appearance is in fact an example of nonverbal communication. To convey a sharp professional image, the recruiter must give regular attention to:

- **Uniform.** A clean, neatly pressed uniform speaks volumes about the recruiter's self-image and the Army. Likewise, civilian recruiters must dress to convey a professional image.
- **Recruiting materials.** Printed materials in the recruiter's briefcase must be neat and up-to-date. The briefcase itself should be clean and in good repair.
- **Computer.** The recruiter must keep the battery fully charged and ready for use in an Army interview.
- **Vehicle.** A clean, properly maintained vehicle, like the uniform, projects a professional image.
- **Office.** The recruiter's desk (indeed, the entire RS) must be neat, orderly, and ready for inspection at all times.

Appearance extends to:

- Personal grooming.
- Physical fitness.
- Military bearing.

ATTITUDE

6-8. Recruiters must believe in the Army. More importantly, they must believe in themselves and their ability to tell the Army story. Confidence is an essential element for success. A positive attitude boosts self-esteem and goes a long way in passing on a positive image of the Army.

THE SCIENCE OF RECRUITING

6-9. The science of recruiting is the study of data and using the knowledge we gain to predict the future. We study historical and current enlistment data to identify trends and help commanders understand the military recruiting market. Recruiting leaders need to know where our target market lives, works, and goes to school. Just as an infantry leader needs to know the terrain and the enemy, the recruiting leader needs to know which segments of the population are most likely to favor the idea of military service. This knowledge, gained through the application of science, helps commanders decide where and when to direct their recruiting operations and where to deploy valuable RSS assets.

DEMOGRAPHICS

6-10. The study of demographics is a prime example of how we apply the science of recruiting. Demographics is the study of the size and makeup of populations according to descriptive criteria. A demographic study may include such factors as:

- Age.
- Race.
- Income.
- Educational achievement.
- Marital status.
- Lifestyle traits.
- Many other population characteristics.

DIVERSITY OF AMERICAN CITIZENS

6-11. At the macro level, a demographic study gives USAREC a better understanding of the diversity of the American population. This understanding defines our markets and helps us develop marketing strategies and focus our recruiting efforts. At the micro level, demographic study gives detailed information, down to the ZIP Code plus four levels, on applicants who will likely satisfy the basic criteria for military service. This gathering of information we call IPM. Just as detailed knowledge of the terrain and enemy is critical information for planners of military operations, demographic study allows leaders and recruiters to know the market and to assign limited resources to the most “target-rich” markets. To see first, understand first, act first, and finish decisively, leaders must carry out a mixture of the art and science of recruiting.

CONCLUSION

6-12. Recruiting operations and combat operations both use the practice of art and science in the conduct of their missions. The major difference, however, is that at the lowest level in recruiting operations, recruiters practice almost pure art, unlike combat operations where science dominates at the small unit level. At HQ USAREC level, we practice art by planning and making adjustments based on changing situations in the command. Rctg Cos and Rctg Bns practice art by identifying targets of opportunity in the market and directing prospecting to particular markets in a timely manner. Recruiters’ interaction with their market is almost purely art. Recruiters’ mission box success relies on their verbal and nonverbal communication skills, product knowledge, professional appearance, and presentation skills. Telling the Army story encompasses art at its highest level in recruiting. The science of recruiting consists of the institutional knowledge of the command and practices that have proven successful. This analysis and understanding allows leaders to predict and capitalize on market opportunities and respond to positive and negative trends.

Chapter 7

Command

There are no bad companies, only bad company commanders.

General Mark Clark

Captain, colonel, general officer, or station commander, every commander today takes on the role of leader, trainer, mentor, and coach. One should look forward to taking command, as it has always been viewed as a sacred duty. Commanders bear responsibility for lives and missions and so are accountable to their superiors, the Army, and the Nation.

7-1. Commanders set standards and either reward superior performance or punish bad behavior. Each command takes on the personal characteristics of its commander. Therefore, commanders must set a personal example; they must remember their public actions have great impact both inside and outside their command. Commanders direct recruiting operations through ROS and operations respond to the commander's personal presence.

COMMAND IN RECRUITING

7-2. Command of a recruiting unit is no different from command of any other Army unit. Command is command, and it requires a basic load of leadership skills, technical proficiency, a high energy level, and a true love and concern for Soldiers. The recruiting commander, especially one new to the business, must set aside time for self-development to grasp the conceptual, technical, and tactical aspects of the assignment. Commanders who display adaptability, an eagerness to learn and a true commitment to selfless service, will inspire their subordinates and win their respect. Successful recruiting commanders also possess self-awareness, they know their own strengths and weaknesses and those of their unit.

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COMMAND CLIMATE

7-3. The most important task of a recruiting commander is to set up a climate of integrity, mutual trust, confidence, and respect.

7-4. Communication is crucial in a geographically-dispersed command such as USAREC. Just like combat operations, in recruiting operations the commander moves to the crucial point and time and leads by personal example to affect the result of the mission in a positive manner.

SITUATIONAL AWARENESS

7-5. Commanders from RS through Rctg Bde deal with novel and highly ambiguous situational demands, and their Soldiers face challenges unlike any they faced earlier in their careers. Considering the widespread separation and highly decentralized operational requirements, leaders at every level must have the ability to think and act in an adaptive way. Commanders rely on a Soldier or subordinate commander's skill to come up with adaptive behaviors and take action in ambiguous situations. Successful commanders use opportunities such as informal AARs and developmental counseling to review and offer suggestions for improvement that can lead to lasting change.

7-6. ROS, like battlefield operating systems, are the physical means by which the commander directs and controls the operation. The ROS systematically directs all elements of the organization towards mission accomplishment. Figure 7-1 shows the thought process the commander uses to visualize, describe, and direct recruiting operations.

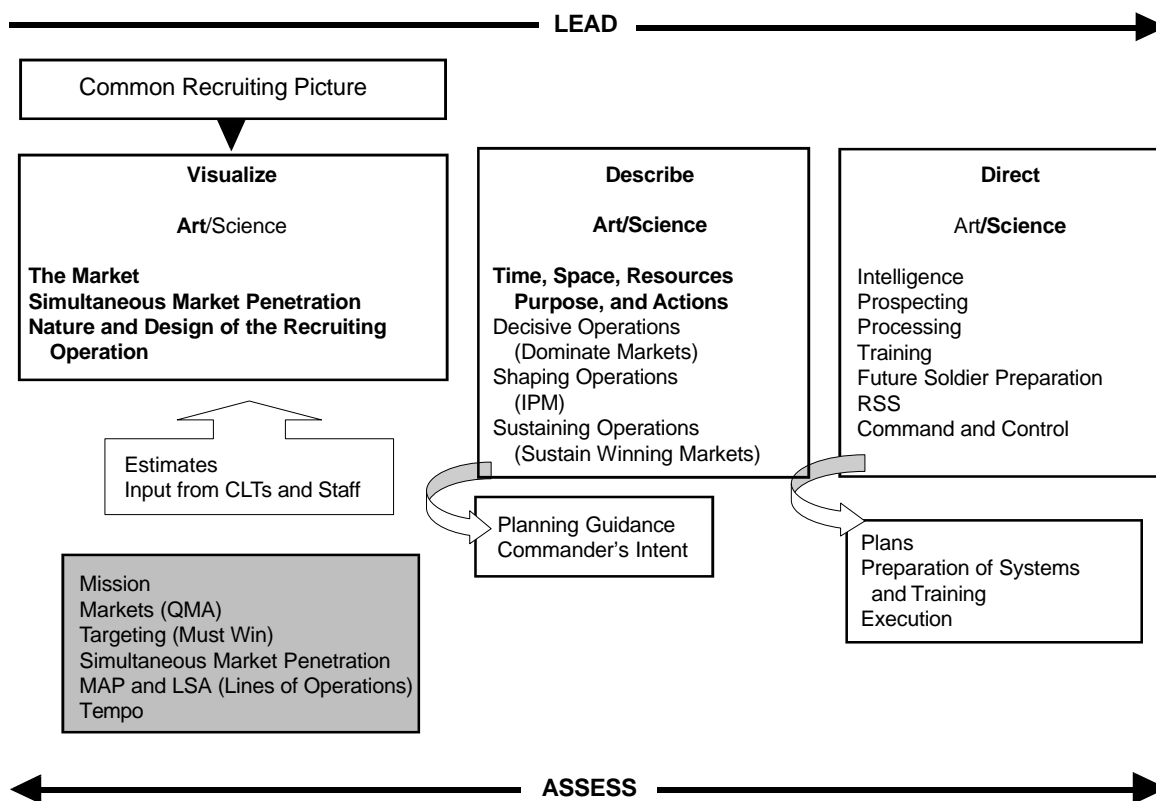


Figure 7-1. Thought Process

7-7. Leaders will use the common recruiting picture to help visualize the idea of the operation, helping them to describe the task to their subordinates and direct their units to accomplish the mission.

7-8. USAREC is widely dispersed throughout the continental United States and overseas. Thus, commanders have more autonomy, flexibility, and freedom of movement than most other Army leaders.

7-9. Leadership makes the difference in successful commands at all levels. The quality of leadership required in recruiting organizations is no different from that required anywhere else. Leaders must:

- Know their job. Difficult tasks demand strong, positive leadership to define missions and develop plans.
- Act in order to be effective. Soldiers need good leaders to guide and care for them.
- Be involved with Soldiers and their families. Soldiers are more productive when they know their leaders care about the well-being of their families.
- Be out front and visible to their Soldiers and be seen as working hard to solve issues affecting their Soldiers.
- Work hard to encourage Soldiers and ensure they have the training and resources they need to succeed.

7-10. Winning leaders are teachers and winning organizations encourage and reward teaching. The leadership equation has multiple variables:

- Personality and abilities of the commander.
- Complexity of tasks.
- Abilities and maturity of the members of the organization.
- Level of development of the organizational team.
- External environment in which the unit operates.
- Operating parameters established by higher level commanders.

ADAPTABILITY

7-11. A crucial factor in the exercise of leadership is the commander's ability to adapt. The smart commander is always prepared to respond to changes in the operational environment. Nowhere is adaptability more important than in recruiting. Officers and noncommissioned officers (NCOs) who move into a recruiting assignment for the first time will encounter management systems that differ from anything they have known. New commanders need to approach the assignment with understanding and commitment, but they also find their ability to lead and motivate is key to building a sense of urgency in their recruiters.

7-12. Soldiers, when they first put on the Recruiter Badge, find themselves with missions very different from what they knew in the infantry, armor, field artillery, or other fields. Instead of finding the enemy, the Soldier is prospecting; instead of avoiding detection, he is establishing credibility; instead of fixing the enemy, he must influence Future Soldiers to enlist.

COMMUNICATION

7-13. In a geographically dispersed command, communication is not easy. Computers and telephones speed the delivery of information, but nothing can replace face-to-face communication between a commander and Soldiers. The commander's personal presence with recruiters in their RSs can make a major change in the message and how one receives and acts upon the message. In verbal communication, command-

ers must never equivocate. What commanders do is just as important as what they say. A commander shows genuine concern for the mission by going with a recruiter on a house call, going face-to-face prospecting, or giving an interview with local news media. Such a level of personal involvement shows recruiters that their commander cares about what they do and that the commander is eager to learn. Officers who command successful combat units move to the critical point and lead by example. Recruiting commanders must do the same.

LANGUAGE BARRIERS

7-14. The skill part of leadership presents a major test to recruiting commanders. Most officers grow up in the branch where they command, and they are fluent in the language of their branch. When these officers report to recruiting duty, they must quickly learn a new language that speaks of LRLs, LSA, MAP, and COIs. Officers arrive with little conceptual, tactical, or technical knowledge, and even the newest recruiter knows more about recruiting than the boss. The new commander has no idea how many contacts it takes to make an appointment and cannot know the pain of rejection that recruiters face every day. The smart leader accepts the challenge and quickly learns the business through study and observation.

LEADER DEVELOPMENT

7-15. A duty of every leader is to develop their subordinates. USAREC has developed programs to train and certify leaders through resident courses and distributed learning. Some programs address conceptual, tactical, and technical learning needs; others deal with recruiting management and leadership. In addition, every level of command has the inherent duty to train subordinate leaders.

COMMAND STRUCTURE

7-16. USAREC is a complex organization whose success depends on the strength and interaction of its members. Likewise, if its members are to reach their full potential, they must have the support of all levels within the command. The command structure is very similar to that of an Army division.

HQ USAREC

7-17. At the strategic level, it must get ready for the next phase of the campaign. It does this by always assessing existing programs and planning for the future needs of the Soldiers in the command. At the operational level, it strives to sustain the momentum of the recruiting effort.

7-18. Most importantly, HQ USAREC exists to make sure that all resources needed to complete the mission are functioning when, where, and how they should. The USAREC Command Group (CG, deputy commanding generals, and command sergeant major (CSM)) manages worldwide recruiting operations. The CG commands HQ USAREC and subordinate field activities located throughout the continental United States, Puerto Rico, the Virgin Islands, Guam, American Samoa, Europe, and Asia.

RCTG BDE

7-19. The Rctg Bde's primary task is to coordinate the plans and actions of their subordinate units to complete the mission. Rctg Bde commanders make sure the policies and directives of the CG are put into practice throughout their AO.

Levels of Recruiting

Fundamental to the Army's recruiting doctrine is an appreciation for the levels of recruiting: Strategic, operational, and tactical. The levels of recruiting are defined more by the consequence of their outcome than by the level of command to which they correspond.

The *strategic level* involves nationwide, long-range issues in response to national, DOD, and DA recruiting issues and objectives. Important factors at this level include determining the size and scope of the accession mission, determining the mix of applicants required to meet the mission, defining and resourcing Army enlistment incentives, and determining how best to advertise the Army's opportunities in the national marketplace.

The *operational level* provides the vital link between strategic recruiting objectives and the tactical employment of the field recruiting force. This link is the Rctg Bde level. At the operational level, recruiting forces attain strategic objectives through the design, organization, and conduct of recruiting operations. Rctg Bdes and Rctg Bns realize the command's operational capabilities through synchronization of the ROS discussed in chapter 4. Operational commanders, through their understanding of the linkage between strategic and tactical objectives, turn national mission objectives and intent into meaningful and attainable regional and local objectives.

The *tactical level* involves the daily activities of the recruiting force. This level embraces everything done individually by recruiters and collectively by RSs, Rctg Cos, and Rctg Bns throughout the market. Activities at the tactical level include advertising Army opportunities in the local community, prospecting, processing, and maintaining and accessing Future Soldiers.

7-20. At the operational level, Rctg Bde staff gets the next phase of the operational plan ready. The staff does this by continually assessing existing programs and planning for the needs of Soldiers in the field. Most importantly, the Rctg Bde staff exists to ensure resources required to accomplish the mission are functioning when, where, and how they are supposed to. Examples of this include:

- Contracting support.
- Market studies.
- Facility management.

RCTG BN

7-21. The BLT provides purpose, direction, motivation, and support to recruiting efforts at Rctg Co and RS levels. The BLT plans recruiting operations that capitalize on market potential using all available resources, to include:

- Time.
- Personnel.
- Training support.
- Local advertising.
- Enlistment processing support.

7-22. The BLT uses the military decisionmaking process to determine the best COA to follow when executing their plans. The Rctg Bn staff executes planning to determine how best to support the selected COA.

7-23. Upon receipt of the mission, the BLT analyzes the mission and their market to determine how best to allot portions of the mission to subordinate units. Chapter 8 describes IPM in detail. The Rctg Bn staff conducts concurrent mission and market analysis to help the BLT determine the best COA. This also decides which part of the

Rctg Bn mission to assign to a specific subordinate headquarters. Once the assigned mission is down to the CLT and RS, the Rctg Bn then provides resource support to these subordinate units.

7-24. The BLT also conducts market-shaping operations to aid subordinate units in achieving their assigned mission further. These activities include but are not limited to:

- Giving presentations to high schools, colleges, vocational technical and trade schools, and business and community leaders.
- Giving interviews with radio, television, and newspapers to tell the Army story and to educate the selected audience to the benefits of Army service.

RCTG CO

7-25. The CLT:

- Is responsible for RS and Rctg Co mission success.
- Must be able to react to situation changes quickly and understand every aspect of the recruiting process.
- Must be involved and proactive as both leaders and managers.
- Must lead their Soldiers and manage their resources.

7-26. A good leader will:

- Encourage people to have good ideas and develop strong values.
- Take *conscious* actions to create energy and direct it to productive uses.
- Value, promote, and protect those who take intelligent risks.

7-27. Leaders who involve their Soldiers in the decisionmaking process and actively seek their ideas will develop a solid unit that is highly motivated and mission oriented.

RS

7-28. RS commanders have one of the most critical leadership roles in the command and control process. RS commanders are the platoon sergeants of recruiting and they shoulder a multitude of critical responsibilities:

- Lead and train Soldiers.
- Use leader focus and ROS to direct efforts toward mission accomplishment.
- Mentor Soldiers to rise above their weaknesses and develop their strengths.
- Receive the RS's recruiting mission and develop a plan to achieve it.
- Monitor and direct prospecting and processing activities.
- Lead and direct the preparation of Future Soldiers.
- Establish conditions for future success through the conduct of shaping operations.

BATTLE RHYTHM

7-29. Expected and recurring events happen in every complex process. Even amidst apparent chaos, scientists have observed patterns and order—a natural rhythm. Rhythm, in its truest sense, is defined as *flow, movement, procedure, characterized by basically regular recurrence of elements or conditions in alteration with different or opposite elements or conditions*. We can agree that a military operation is a complex and often chaotic process spanning a length of time. Recruiting operations are no different. A quick analysis of operation activities readily reveals predictable and recurring event patterns within a prescribed period.

7-30. The term *battle rhythm* describes recurring events that a unit conducts repeatedly that makes possible conditions for success. Many factors influence a unit's battle rhythm:

- The unit's state of training.
- Battle rhythm of the higher headquarters.
- The current mission.

7-31. The operational tempo may fluctuate, but battle rhythm remains predictable. Some missions require much more time and effort to plan and prepare for than others. Additionally, the battle rhythm cannot be so inflexible that leaders fail to react to MOO as they present themselves.

7-32. Battle rhythm is an important part of command and control. It is the process whereby the commander and staff bring into line their daily operating rhythm within the planning, decision, execution, and assessment cycles to allow the commander to make timely decisions. The amount and scope of information and activities needed to conduct even a small operation can be surprising. As technology expands the volume and thus the complexity of information available to a commander, information management becomes more important. To maintain operational tempo, there must be a seamless nonstop dialogue up and down the chain as well as side to side. Important information must pass to the correct activity right away. A battle rhythm helps establish these processes. The commander must make sure the unit's battle rhythm links to that of higher headquarters and that subordinate units align their battle rhythm with their commander's.

7-33. Some of the planning, decision, and operating cycles that influence the battle rhythm of the command include:

- Market analysis.
- Mission assignment.
- Prospecting.
- Processing.
- Future Soldier preparation.

7-34. For the commander to create a quick-to-respond battle rhythm, he must identify and prioritize the many frequent activities and make sure that they occur at the proper time and in the correct order. Battle rhythm should be dynamic, not rigid. A dynamic battle rhythm builds a tempo into the execution and aids in balancing the critical elements of time and information. A dynamic battle rhythm also helps identify circumstances that require the commander's physical presence. Absence of battle rhythm leads to missed opportunities and staff inefficiency, thus, commanders are not prepared to act at critical decision points. These conditions lead to frustration at various levels of command.

RULE OF FIFTY

7-35. USAREC uses the "Rule of Fifty" to ensure every commander understands and operates within the commander's intent two levels above. In assigning mission, the Rule of Fifty eliminates communication gaps. The CG assigns mission to Rctg Bn commanders; Rctg Bde commanders mission Rctg Co commanders; Rctg Bn commanders mission RS commanders. RS commanders plan, assign, and monitor recruiters' focus on mission accomplishment and create conditions for future success. Recruiters carry out the mission.

The Origin of the Rule of Fifty

A former USAREC CG noted he had about 50 Rctg Bns (two levels down) that he could effectively manage. Then he noted each Rctg Bde commander had 50 Rctg Cos and each Rctg Bn commander had about 50 RSs. Thus the Rule of Fifty was born. This CG further believed that getting people to commit themselves to the mission face-to-face promoted ownership and enhanced success in accomplishing the mission.

RISK MANAGEMENT

7-36. We cannot eliminate risk. Risk is inherent to all operations and recruiting is no exception. When we aspire to spectacular achievement, we risk spectacular failure. We can retreat to a position of safety, but then we risk accomplishing little or nothing. The best we can do is decide how much risk we can afford to accept and to be prepared for the possible consequences.

7-37. Risk management is the process of measuring or assessing risk and then developing strategies to deal with the hazards. The first step in risk management is to prioritize our risks. As we assess an operation, we must ask ourselves, *What is the greatest loss we might face and how likely might we face such a loss?* Then we can prioritize the risks and deal first with those that might cost the most and are most likely to occur.

7-38. The process is not entirely scientific, and it is easy to misjudge. Once we have assessed the risks, we can choose any one or more of the following approaches:

- **Avoidance.** We choose to do nothing and thereby avoid the risk. For example, we might choose not to fly on a passenger jet to avoid the possibility of being hijacked. Avoidance certainly eliminates risk, but to do nothing means we also forfeit any potential for gain.
- **Reduction.** We take steps to reduce the severity of the potential loss.
- **Retention.** We resolve to accept whatever loss occurs.
- **Transfer.** We let someone else take the risk.

We can see there is no ideal strategy for dealing with risk. The leader's job is to size up the risk and employ good judgment to create a plan of action.

7-39. The next step is to implement the plan. Finally, the leader reviews the operation and evaluates the plan. The review and evaluation will prove helpful during the next risk assessment.

QUALITY OF LEADERSHIP

7-40. The quality of leadership required in recruiting organizations is no different from that required in other Army units. As in other units, it is critical to establish an atmosphere of integrity, mutual trust, confidence, and respect. The ability to visualize, describe, and direct operations are skills each commander must possess. The ROS is the tool utilized by commanders to direct and control operations. It also provides the commander with the information required to adapt in a changing environment, and take advantage of opportunities to achieve mission box. Many recruiting units are spread over large geographic areas and communication can be difficult. Nothing replaces face-to-face contact between Soldiers and their commander. The skill part of leadership in the recruiting environment is a challenge for new commanders. In their previous assignments, they normally would be as technically competent as any soldier. Arriving in USAREC even the newest recruiters may be

more technically competent than a new commander. USAREC provides new leaders with training specifically targeted to give commanders the conceptual, tactical, and technical expertise they need to lead their Soldiers. Each level of command has a role in the success on the ground in RSs around the country. The strategic level comprised of DOD and DA determines the mix and size of the overall mission. This level also distributes the resources necessary to accomplish the mission. The operational level at Rctg Bde level acts as the link between the strategic and tactical levels. Rctg Bdes turn national mission objectives and intent into attainable regional objectives. The tactical level involves the daily activities of the RS, Rctg Co, and Rctg Bn. Rctg Bdes and Rctg Bns utilizing the ROS, plan and implement the operations plan for execution at the tactical level. At the tactical level, the BLT conducts market-shaping operations to assist their Rctg Cos and RSs in achieving mission box.

Chapter 8

Intelligence Preparation of the Marketplace

When I took a decision or adopted an alternative, it was after studying every relevant - and many an irrelevant - factor. Geography, tribal structure, religion, social customs, language, appetites, standards - all were at my finger-ends. The enemy I knew almost like my own side.

T.E. Lawrence
1933

One must not only conduct an analysis of the available intelligence, but also act upon the analysis. American Soldiers in Mogadishu understood the need for intelligence preparation of the battlefield (IPB). As their leaders were provided specific intelligence, the Soldiers were given orders based on the analysis of that intelligence. While things don't always develop as planned, American Soldiers can always be counted on to go above and beyond. Daily, American Soldiers do just that around the globe and right in Hometown, USA. Recruiting leaders must be cognizant of the IPM just as battlefield commanders are of IPB.

8-1. In order for any commander to *see first, understand first, act first, and finish decisively*, the commander must not only obtain timely and accurate intelligence, conduct an analysis of the intelligence, but also act upon the analysis.

PREOPERATION PHASE

8-2. During the preoperation phase of battle preparation, leaders gather information. Information is pulled from a multitude of sources (see first) and analyzed (understand first). The process used to analyze intelligence and form the common recruiting picture is very similar to the IPB process used to provide the critical enemy and battlespace information that the commander needs to make decisions concerning where best to fight and how to use his forces in doing so. In recruiting, IPM is a systematic, continuous process of analyzing the market and recruiting environment in a specific recruiting AO. IPM depicts both how a unit is performing within its market and what MOO are worth exploiting or expanding. IPM also provides templates that

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"Leaders who demand perfect or near perfect information are usually months or years late making decisions."

GEN Jack Galvin,
SACEUR

help to focus information gathering and analysis. IPM answers the need to provide a framework for the coherent use of numerous analytic tools. As a doctrinal methodology, it is a flexible framework within which an organization determines the templates that best help it to visualize and analyze its markets. IPM is *a way* to help filter through the tons of data and information, target beneficial markets, and synchronize limited resources. It is designed to support staff estimates, positioning in the market, missioning for the market, and recruiting market decisionmaking. Applying the IPM process helps the commander selectively apply and maximize his recruiting assets at critical points in time and space in the recruiting environment.

IPM PROCESS

8-3. The four-part IPM process ensures the command understands and focuses efforts on markets of priority to achieve success. The four steps are: Define the local recruiting environment, describe the effects of the recruiting environment, evaluate the market, and synchronize assets to target high payoff zones and events. Access to the information available from marketing information systems and databases, such as DAMASCUS (I & II), ATAS, Market Share, and most significantly, the Enhanced Applicant File, is key to the IPM process. These systems allow trends to be broken down by their supporting demographics and segments depicting exactly who is being recruited versus who is available to be recruited. This provides clarity to the market battlefield in the form of where contracts are coming from, what each service is achieving within the market and where best to find more contracts.

DEFINE THE LOCAL RECRUITING ENVIRONMENT

8-4. Step 1. We can define the market environment by looking at key environmental indicators: RS boundaries; schools; traffic flow; malls; competition in terms of colleges, industry, and other DOD locations; population density; labor rates; income levels; education levels; economy; and types of employment. Armed with this information, we can identify characteristics of the current and future recruiting environment which influence recruiting operations. The following reports and overlays supply this information and commanders use these reports to visualize the market's layout.

- Geographic overlay depicts the RS, Rctg Co, and Rctg Bn AO.
- Sociopolitical overlay depicts State, county, and city boundaries; school locations and boundaries; ZIP Code boundaries; and road networks, square mileage, and area codes.
- Economic overlay depicts differing levels of unemployment as well as industry and areas of growth within the AO.
- Education overlay is used to compare schools to each other in terms of contract potential. From this overlay a College and High School Targeting Matrix is prepared to provide an objective comparative analysis. To target schools, each must be prioritized in the same manner. How you market yourself may be different in each school. Human intelligence must be included in the analysis to supply the subjective information in the decision matrix depicted in table 8-1. Table 8-2 guides decisions based on potential and experience. The analysis tells leaders where to put the main effort and concentration and location of assumed risks and limited resources.
- Competitive overlay depicts sister service boundaries, RS locations, recruiter strength, military installations and facilities (MEPS, Active, Reserve, Guard, Sister Service), and major employers' locations. This overlay is not only used to establish the limits of the recruiting area of interest but also assists commanders in the evaluation of the competition (DOD).

- Who is our competition? What do they have to offer? When do they surge and slow down in my market? Where are they successful? Consideration must be given to the development of the DOD competition matrix. DOD market share pinpoints success and shortfalls of our DOD competitors.
- There are also other reports used to assess DOD competition: ATAS (Detailed Station Report, Average Station Report, Station Summary Report); Market Share (Bread and Butter Analysis Map, market share for 4 years past and 2 years past by quarter, detailed ZIP Code market share for 2 years past); Recruiting Facility Management Information System (to visualize the DOD competition); and the out of area contracts analysis to determine if the RS placement is aligned properly with their markets. The use of these map overlays and matrices help identify gaps in our current and future recruiting environment intelligence. They also identify the limitations and opportunities the environment offers for potential recruiting operations.

Table 8-1
College and High School Targeting Matrix

	School 1	School 2	School 3
Access	3	3	3
List	6	9	6
Quality/SASVAB	6	6	6
TAIR Acceptance	3	4.5	4.5
COI Participation	3	3	2
Publicity	3	3	3
FSTP	2	4	2
Presentation	1	3	3
Value	27	35.5	29.5
Population	51	40	20
Priority	2	1	3

Table 8-2
Decision Matrix

	Access	List	SASVAB	TAIR	COI	Publicity	FSTP	Presentation
Green	Unlimited	Complete	Mandatory	Accepts	2 or more	Open	Met Goal	5 or more
Amber	Limited	Name Only	Voluntary	Restricts	1 at least	Restricts	Missed Goal	1 to 4
Red	Yearly	None	Refuses	Refuses	None to 2	Refuses	Zero FSTP	Refuses
Weight	1.0	3.0	2.0	1.5	1.0	1.0	2.0	1.0

DESCRIBE THE EFFECTS OF THE RECRUITING ENVIRONMENT

8-5. Step 2. The environment describes the area. Segmentation describes the people. At the macro level, USAREC's market is that portion of the total population *which qualifies for military service—in other words, the recruitable population*. From that point then, if we were to assume a completely homogeneous market, every recruiter in every region of the country could use the same tools and techniques to

motivate individuals toward service in the Army. This, however, is not the case. Therefore, we attempt to define our market population divided by segments. Commonly in USAREC we tend to view these segments in terms of box categories and general demographic groupings: Education level, gender, ethnicity, etc. The degree of specificity is limited only by the constraint of achieving an economy of scale in targeting the segment. There are three major ways to view the population:

- **Demographics.** Population, race, housing (own versus rent and property value), labor, education, household information, and income levels.
- **Lifestyles.** Based on the MicroVision 50 lifestyle segmentation (hobbies and interests, consumer purchasing trends, music preferences, television shows watched).
- **Psychographics.** Wants, needs, and desires.

What types of people live in the unit's AO and interest? Commanders must understand how the segments influence the total market. They must know segments unique or common to their AO. Lifestyle trends, cultural and social values, historical perceptions of military service are all dynamics of the market.

EVALUATE THE MARKET

8-6. Step 3. While the overall intent of the IPM process is to help commanders determine who they are going to target and where they are going to focus their recruiting effort, this step of IPM requires us to look where we have been. By profiling the contracts achieved, we gain insight to the market. Production analysis in terms of incentives and career division provides evidence into what motivates individuals to Army service within a specific AO. To be sure, a particular lifestyle segment may theoretically be predisposed to the combat arms, but there may be regional cultural inclinations that can only be determined from production analysis. Commanders must also look at market events and production and processing *hot zones* within each RS's market. These market segments should be evaluated from the perspective of areas that need a renewed marketing strategy versus those that can be maintained in line with current efforts. Several templates help the commander gather this information and provide a format for analysis to identify characteristics of the current and future market:

- Demographic overlay depicts population, ethnicity, growth, age, education, and aptitude.
- Psychographic overlay depicts propensity and the generational cohort.
- Socioeconomic overlay depicts lifestyle segmentation, regional trends, and metropolitan statistical areas.
- Sociocultural overlay depicts social enclaves and urban, suburban, and rural communities.
- Past production overlay depicts the following:
 - DOD and Army quality categories.
 - FSTP loss trends by category.
 - Special mission production.
 - Production by component, job skills, years of service, enlistment option.
- A marketing events calendar lists events that offer opportunity to showcase the Army story. A target-rich event is where a commander might want to deploy a high-visibility resource, such as the USAPT (Golden Knights), the rock wall, or a static display. Recurring events should be posted on a market seasonality calendar. Careful planning precludes the tendency to reinvent the wheel as commanders rotate in and out of the unit.

SYNCHRONIZE ASSETS TO TARGET HIGH PAYOFF ZONES AND EVENTS

8-7. Step 4. The targeting process culminates the IPM effort. In this final phase of IPM, we determine high payoff school and community zones and events. The conclusions derived from the IPM analysis frame the market penetration approach and the decision a commander makes with regard to the type of operation the unit undertakes in a specific market. This market approach must consider community, college, and high school events in terms of the propensities of the population segments most likely to attend. This then determines the types of resources used for the event. The goal of targeted marketing is to develop strong local leads for recruiters. Targeted marketing calls on the commander's skills as a planner and director of assets (recruiters) and resources (advertising dollars, TAIR, HRAP, and so on).

8-8. We focus our Soldiers and resource efforts to *target* these high payoff events. Targeting drives the planning process. Where and how we influence the market depends on what targets we have selected during the IPM process. The commander's target list focuses on historically productive areas or areas deemed to have potential for future success. Consideration must also be given to the following: Quality markets, ethnic markets, nontraditional markets (green card, sister service), and prior service (PS) and special mission markets of interest. Commanders choose the targets where we have the best opportunity to influence, penetrate, and increase production in relation to the resources we have available. We cannot be in all places all the time. The target list must include, but is not limited to, the following: Community events, colleges, high schools, industry, primary and secondary markets (ZIP Codes), and potential markets based on segmentation.

8-9. The logical follow-on to the IPM process is, *How do we get further into existing markets, and—perhaps more importantly—how do we break into closed markets?* Subsequently, we then focus our local (RS) efforts to this situation or information in much the same way we develop a battle plan around the enemy situation in tactical units. The *targeting cell concept* represents the synchronization process which not only ensures intelligence flows from RS to headquarters and the commander *acts first* and *finishes decisively*, but also focuses the ROS to attack with the *right resource* at the *right time* against the *right target*.

8-10. The two primary strategies USAREC uses are *market penetration*, in those markets where USAREC's objective is to maintain or increase quality market share; and *market expansion*, in those markets where USAREC desires to expand the total military service market. The simple definition of market penetration is to recruit additional individuals from a market where contracts are already written. If an RS was writing contracts from a college campus in their RS boundary, they would have "penetrated" that market. If they develop a plan to increase the number of contracts they write from that same campus, that would be deeper penetration.

8-11. Market expansion is a little more difficult to define as there are two means to expand a market. The first is to offer current enlistment packages to *new markets* we have never been able to offer to before. An example would be if the Army chose to allow asthmatics to enlist. This type of expansion is beyond our scope, as those decisions are made at DOD and DA level.

8-12. The second type of market expansion, and the definition we will primarily use, is to offer our current incentive packages to *market segments* where we have not offered before. One example of this type of market is a prestigious college campus where the Army has not historically tried to recruit because recruiting folklore tells us the cost of the college and the type of individuals who attend are not interested in

service. Therefore, we exclude that market when prospecting because we have limited resources and limited time. Commanders must focus on finding opportunities where Soldiers have not recruited and offer enlistments geared toward Future Soldier's needs, wants, and desires to overcome recruiting folklore. For a college campus, this may include leading with service to humanity, focusing on OCS or WOFT as well as 18X, allowing for leadership opportunities, as opposed to what we know as couponing, or the Loan Repayment Program (LRP) or Army College Fund (ACF), in order to appeal to a different segment of youth than we have normally tried to appeal to.

8-13. The goal of targeted marketing is to develop strong local leads for recruiters. Targeted marketing calls on the commander's skills as a planner and director of assets (recruiters) and resources (advertising dollars, TAIR, HRAP, and so on). Industry example of market expansion is the automotive industry expansion of the minivan market to "soccer moms." By identifying a need, want, or desire that "soccer moms" didn't realize could be met by minivans or maybe didn't know they had a need for, the automotive industry expanded the total number of people who would consider purchasing their product. Expanding a market relies on an understanding of how the leadership team chooses to identify a segment of opportunity, develops a strategy to address that market segment, and how well that strategy is relayed to their subordinates and staff by the commander's intent. At a time when the Army is rapidly transforming, moving from recruiting for "employment" to recruiting for "deployment," the Army must offer more than ever before. Instead of offering coupons (or the ACF) with our traditional methods in our traditional markets, we must now speak to the warrior ethos and our Army values with new methods to new segments who will find that message appealing.

TARGETING CELL

8-14. The targeting cell objective is to synchronize the employment of resources in order to effectively provide weight to the main attack (decisive operation) while providing adequate resources to the supporting attack (shaping operation). It must also develop an integrated market penetration plan to achieve specific objectives within prioritized market. At the Rctg Bn level, targeting cell membership must include, but is not limited to, the BLT, executive officer, S-3 (RA and USAR operations officers or NCOs), the Rctg Bn S-2 point of contact, ESS, APA, and CLTs. The same concept is equally applicable to Rctg Bde level and the membership would, of course, be expanded to include other key staff components. This level of membership ensures all available intelligence from the lowest level to the headquarters is evaluated in the development of the target list and targeting plan.

PLANNING SYSTEM

8-15. A Rctg Co, Rctg Bn, and Rctg Bde synchronized marketing calendar is one of the keys to proper planning. The events required for this effort are primarily found in a community events calendar or on an Internet site run by the local board of tourism (or similar agency). Typically, these calendars indicate community events (fairs, festivals, displays, career fairs, demonstrations, celebrations, etc.). The local high school district's school calendars (career nights, college information nights, major sporting events, etc.) are also used to provide the calendar's framework. Needed information from these events include projected attendance, target audience, length and location of event, space and booth requirements, etc. The simple logic here is that if we can accurately define the local market and market conditions through IPM analysis and determine what segments of our markets are going to be at specific events, then we can orient each of our RS's and recruiter's efforts at these events more effectively and

efficiently. The commander must be looking at least a quarter out so as to align and request resources such as advertising, TAIR units, HRAP assets, and others. In doing so, the commander is able to make specific requests for support to each agency and can back up the need by depicting the analysis results that argue in favor of the requested asset. The logical follow-on to the synchronized marketing calendar is the conduct of a once or twice monthly targeting cell meeting. This meeting uses the analysis embedded and derived from the IPM process through the planning calendar into actionable events, tasks, and focused efforts of each Rctg Co, RS, and recruiter.

STATED OBJECTIVE

8-16. Sixty days before the targeting cell meets, the commander must designate priority of effort, intent for support, and targeting priorities.

8-17. Approximately 2 weeks before the targeting cell meeting, the APA chief prepares and distributes a draft advertising plan based on the commander's stated priority of effort. The S-2 conducts IPM to identify zones where the propensity to enlist is high; market areas of interest (MAIs) and engagement areas where other services are focusing their efforts; and zones where civilian employers are retracting. It is especially important to note a PaYS company that is downsizing. The S-2 point of contact recommends prioritization of effort. The S-2 considers the strength of priority units, vacancy posture, and the priorities of commanders of supported regional readiness commands and major subordinate commands. The ESS reviews school status and nominates schools (colleges, high schools, and vocational) for targeting. The ESS nominations must support the commander's objective for the MAI. Rctg Bns target RSs with CLT input. CLTs prepare a list of targets for nomination in accordance with guidance, targeting priorities, and stated objective by designated MAIs. CLTs should also include a recommended asset to employ against the nominated target and a quantifiable objective. CLTs need to consider all assets for employment to include Rctg Bn trainers, TAIR, COIs, FSTP, ADSW, Rctg Bde assets (foreign language advocate, band liaison, rock wall) as well as national assets. During the targeting cell meeting, the CLT should be prepared to discuss their lessons learned from AARs conducted in their Rctg Co from the previous quarter's plan of execution. Figure 8-1 depicts an example of the college and high school targeting by RS targeting cell concept.

SYNCHRONIZATION

8-18. The targeting cell must see that resources are in place to support both the main attack and the supporting attack. It is paramount to remember the employment and distribution of assets is not based solely on a fair share basis. Some objectives require engagement from multiple assets to achieve the desired objective for the market. In determining assets to employ, the targeting cell must consider a variety of assets regardless of perceived availability. TAIR, MSB, USAPT (Golden Knights), ADSW, HRAP, FSTP, COI, and AMU must all be considered to attack national and high payoff targets. CLTs and RS commanders hold similar meetings at their levels. Thus all levels of command understand the commander's intent and leaders give direction and focus down to recruiter level.

TARGET PLAN

8-19. The resulting target plan must comply with HQ USAREC's and Rctg Bde's targeting guidance and synchronize resources to effectively attack high payoff targets, propensed markets, and counter enemy pressure in designated engagement areas and MAIs. It should focus the recruiting effort to the market's *center of gravity*

and maximize the employment of limited resources. The targeting plan includes IPM products and the rationale for use of different assets to penetrate the market as well as a quantifiable expected result in terms of contracts. Most importantly the plan fixes responsibility at the appropriate level.

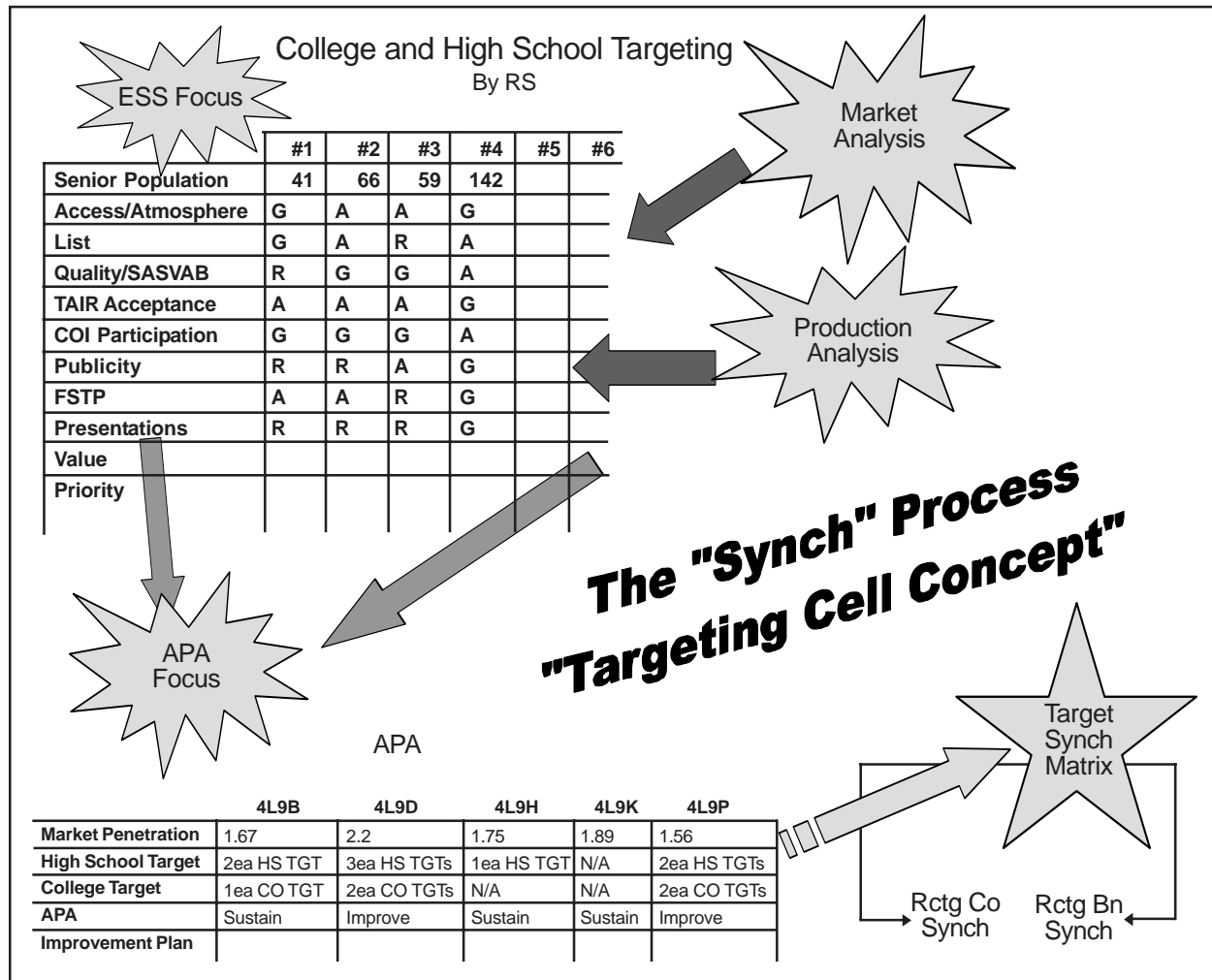


Figure 8-1. College and High School Targeting by RS

SYNCHRONIZATION MATRIX

8-20. Targeting is not the end of the process; it is actually the starting point. What follows is the synchronization of all recruiting assets at the RS and Rctg Co level, and for certain critical events, the synchronization of task organized Rctg Bn assets. Figures 8-2 and 8-3 depict examples of RS and Rctg Co synchronization matrices.

8-21. Rctg Co commanders must plan for assets external to the Rctg Co as far ahead as possible. Thinking long range, using the market seasonality calendar, avoids overlooking important events and helps put the best assets in place to influence the market.

Station/ Event	IPM - ID events that are recruiting HPTs				
	Madison County Fair 28 Jul - 2 Aug 05	Carwash with Food Pantry Aug 05	Lavitsef Time Car Show Sep 05	Golden Gloves Boxing Mar 06	North East Community College Job Fairs Aug 05 - Mar 06
Target HS/College	Madison, Norfolk	Norfolk			North East CC
Focus	Face/Face Booth	Face/Face	Face/Face Booth	Face/Face Booth	Face/Face Booth
Advertisement Type	Fliers, Paper	Newspaper	Newspaper, Fliers	Newspaper, Fliers	Fliers
MSB	NA	NA	NA	NA	Cinema Van
TAIR	K-9 MP Demo	NA	Army Marching Band	Army Boxing Team	NA
Appointment Goal	10 ea	5 ea	5 ea	3 ea	10 ea
Test Category	I-III A	I-III A	I-III A	I-III A	I-III A
Career Div	All	All	All	All	All
Incentive	Skill, ACF, MGIB	ACF, MGIB	ACF, MGIB	Adventure	LPR, USAR \$
COI Event				Yes	
FSTP Function	29 Jul - ??	FSTP Help	FSTP Float	Yes	

Figure 8-2. RS Synchronization Matrix

Unit/Week	June			July	
	2 - 9	10 - 17	18 - 25	26 - 2	3 - 10
Rctg Co: 4L9	Lee HS College Night 4L9A	Hispanic Arts Fest 4L9D	Rodeo Days Barbeque Fest Tractor Pull 4L9C	All Forces Air Show ALL RS	"Hoop it Up" Basketball Tourney 4L9F
Marketing & Advertising Focus	HS Bulletin Boards ACF/MGIB 2-, 3-, 4-Year USAR SMP	Program Add: CS "Commo" Skills Tng EB	Radio Spot: CA - Adventure Trn: 4-Year ACF	Newspaper: Army Aviation Jobs Promo LRP	Game Program: CS/CSS LRP
TAIR	NA	NA	A Co/29th NG HUMMWV/.50 Cal/Night Scope	246th USAR Air Ambulance Company Static Helicopter	
RPI/Recruiter Assistance	Day in the Life Video *HRAP	SSG Gonzales (Female)	Ranger Posters Adventure Van	Cinema Van	Female MP Display *HRAP
RS's Prospecting Plan					

Figure 8-3. Rctg Co Synchronization Matrix

2d Qtr Target Plan (Concept of Operations)		
MAI #1 Objectives	Strategy	Performance Measures
Increase Grad and High Grad Production Increase College Penetration	* Target ZIP Code #s _____ based on lifestyle segmentation analysis, historical production, and production potential. Increase P3 from _____ to _____ hours. Increase presence on _____ University to twice a month. Increase P1 from _____ to _____ hours in the following ZIP Codes _____. * Every ZIP Code goaled at 50% of 3-year historical average. * Written Prospecting Plans at RS commander and CLT levels directing specific actions keyed to analysis of ZIP Codes. * CLTs validating at all RSs weekly.	Increase GA production by 5% resulting in _____ GA contracts. * Generate _____ # of leads and _____ contracts. * Decrease nonproductive recruiters by 25% for the quarter. * AM to AC conversion increase from 56% to >75%. * Increase in conducts to 4 AC/Rctr/Week.
Army Awareness & Lead	Support XFL game of the week. Utilize two local Rctg Cos with Rctg Bn augmentation. Request Rctg Bde rock wall asset.	Leads creating 5 Grad contracts.
*** You will establish multiple MAIs within your Rctg Bn area of recruiting based on you IPM analysis. ** It is probable your target plan will not include all stated objectives for each MAI.		

Figure 8-4. Rctg Bn Target Plan

8-22. Obviously Rctg Bn and Rctg Bde commanders play a key role in the target planning and synchronization effort. They ensure the market segments and embedded analysis are valid. Second, they validate, through a crosswalk fashion, the sub-unit's analysis process. Next, they select events (fairs, demonstrations, career nights, etc.,) that align with the targeted markets in the unit's area. Figure 8-4 depicts an example of a Rctg Bn target plan for a specified MAI.

8-23. Commanders synchronize the available marketing and ROS in a refined and efficient manner to provide maximum support and relevance to the recruiter's efforts. Finally, they ensure their subordinate commanders conduct AARs.

AARs

8-24. AARs validate MAIs. A commander must use an AAR to measure the effectiveness of their approach to each targeted event and market. An AAR measures effectiveness in terms of leads gained, appointments made and conducted, and ultimately enlistments. Evaluating the target focus is a commander's task that is a key part of the AAR system. This is done by evaluating the number of leads versus the number of appointments made, to ultimately know the number of contracts that came from the effort. This ratio can be analyzed and the commander gains an appreciation for

how valuable the event was and can help identify deficiencies and alternative approaches to take in the future. AARs determine the return on investment. What assets or resources were well received (positive impact) and what did not provide the expected impact.

RECAP

8-25. In recruiting the IPM is the method utilized to perform a systematic continuous analysis of the market and environment in a specific AO. The IPM gives a picture of how a recruiting unit is executing in a particular market. It also shows what MOO are available to exploit or expand. The IPM is made up of four parts and ensures that the command targets markets of priority. Defining the recruiting environment is the first step of the IPM. Commanders can identify the factors which influence recruiting operations by examining specific market information. Geographic, sociopolitical, economic overlays and education overlays can assist commanders in identifying the relevant characteristics of the present situation as well as give insight to future opportunities. The second step, describing the effects of the recruiting environment describes the people in a particular recruiting environment. We view the population three ways: Demographics, lifestyles, and psychographics. Understanding the people in the operational area allows commanders to recognize how the various segments influence the total market. The third step, evaluating the market, requires a look backward. By examining and profiling where contracts came from previously commanders can gain insight into future opportunities. Commanders utilize the fourth step of the IPM, synchronize assets to target high payoff zones and events, to assist the commander's decision as to the type of operation developed to target identified markets. The objective of this approach is to create strong sources of leads to the recruiter as a result of targeting a particular market. This phase then becomes the commander's target list. Synchronized marketing calendars are key to proper planning. Utilizing local civic, school, or community calendars we can develop plans for targeting our force at those events that have the potential, or have in the past proven target rich. Battle damage assessments are conducted at all levels of command. They measure the effectiveness of our approaches to specific targets identified and the actual numbers of leads, appointments, conducts, and finally contracts. AARs provide commanders with not only the results of the current event but insight into methods for improvement at future targeted events.

Chapter 9

Positioning and Missioning

Ambiguity is the rule. Uncertainty is the norm. And so our Army must change to build the force that can defeat the challenges that lie ahead.

GEN Schoomaker

A Soldier's mission and his position must be well thought out and support the intent of higher headquarters. Recruiting leaders must determine which markets have priority and ensure that recruiters are in the best possible position. Just as it does little good to put 30 Abrams main battle tanks at any location without the crews to operate them, it does little good to put those tanks' Soldiers in the middle of Alaska and ask them to produce two Future Soldiers each month for 36 months.

9-1. A great deal of resources are expended in ensuring that every possible contingency is considered when positioning and missioning the recruiting force. Because the process is rather complicated, it is necessary to have a basic understanding of such things as how

recruiters are distributed, where the number of recruiters and the mission came from, what kinds of missions there are, as well as what leaders need to consider when positioning RSs and assigning missions. Determining which markets have priority, due to the payoff of targeting that market, is also critical to make sure the Army gets the most out of its valuable resources. The intent is to ensure that recruiters are in the best possible positions, all missions assigned are achievable in the markets assigned, and the right markets are targeted for success. To ensure this, leaders must clearly understand the process. The CG is responsible for the efficient and effective use of recruiters and the distribution and achievement of USAREC's mission. He also selects target markets for additional resources using the Rule of Fifty. The Rule of Fifty simply means each commander targets his efforts and conducts planning two levels down. The CG USAREC focuses on Rctg Bns. Rctg Bde commanders focus on Rctg Cos and Rctg Bn commanders focus on RSs. The Rctg Co commander plans to the recruiter level. While execution and supervision still occurs one level down, the Rule of Fifty ensures each level of the command has *nested* their plans ensuring integration and synchronization. The USAREC G-2 is the CG's staff proponent for market intelligence and mission analysis and coordinates the positioning and missioning processes:

- **Alignment.** One of the critical foundations of positioning, missioning, and targeting is to ensure all three efforts are aligned with each other. It would be useless to position recruiters heavily in one area, mission heavily in another, and then target somewhere else. Common data and similar mathematical models allow the command to coordinate these three efforts. It is the respon-

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sibility of the G-2 to execute this process for the command. It is the responsibility of every commander and his staff to refine the G-2 products and make final determination of how to execute the final placement and missioning of recruiters as well as the final targeting of recruiting markets.

- **Positioning the Force.** USAREC places recruiters in every identified market. The placement of these forces is critical to the success of the command. Every recruiter has the ability to achieve their mission when given the right market and the right tools to succeed.
- **Recruiter Requirement.** The command number of recruiters for future missions is determined by G-2 models and mathematical formulas. Once the CG accepts those numbers, he requests and receives approval from DA.
- **Recruiter Distribution.** Once the required number of recruiters is determined, the G-2 conducts the analysis necessary to properly distribute the force throughout the recruiting AO. The use of mathematical models to identify the recruiting potential in every US ZIP Code is essential. This is an iterative process with each level of the command placing recruiters and defining unit boundaries two levels down. The field is responsible for refinement of the plan beginning at the recruiter level of detail and working back up through the chain of command. This ensures that *ground truth* is taken into account and the recruiting force is placed in the best position for success.
- **Missioning the Force.** In developing the contract mission plan, the CG considers such things as congressional constraints, category restrictions such as female and PS requirements, and the availability of BT seats and MOS restrictions. G-2 is tasked by the CG to analyze USAREC's accession mission in light of existing Future Soldier posture so that the supporting contract mission can be developed. A contract mission is defined as the number of individuals that must be placed in the FSTP each month. As part of the contract process USAREC controls dates, options, and MOSs available for selection, thus ensuring BT seat requirements are met. Recruiter receives contract mission credit on the day his applicant enlists in the FSTP. USAREC receives accession mission credit on the day the individual leaves for BT.
- **Selection Boards.** USAREC selection boards select candidates for enlistment in officer procurement programs: OCS, WOFT, chaplain, and technical warrant officer. The recruiter receives mission credit when USAREC approves the applicant's packet. AMEDD is similar; however, AMEDD recruiters receive mission credit only after the selectee is commissioned or accesses on AD.

MISSIONING FOR THE MARKET

9-2. Recruiting is a long-term process requiring a mission strategy that sows the seeds for future success. Missioning is the process of distributing the recruiting contract mission to the recruiting force to ensure accomplishment of the Army accession mission.

9-3. The mission is distributed based on defined market factors providing the opportunity for success at all levels of the command. Missioning is an analytical process dependent on the products of the IPM, standardized models, the positioning of the force, and the experience and situational awareness of the recruiting leader.

CONTRACT MISSION

9-4. The G-2 and his staff must determine several factors when formulating the contract mission. Approved defined market variables will be used to determine mission percentage for each Rctg Bde and Rctg Bn. These requirements represent the

initial mission breakdown by quantity and recruiting category for each Rctg Bde and Rctg Bn within USAREC and are expressed in the form of a mission.

RA MISSION

9-5. The RA mission is market driven. The mission is determined using the same factors used to position. Since no two areas are identical (situation and terrain are different, windshield time, etc.), it makes sense that no two missions will be the same either. The intent is to position and mission for Army dominance. This philosophy of missioning establishes the required level of focused leadership necessary to accomplish the mission. Recruiters and their commanders must remember the contract mission is a minimum, not a ceiling. The mission should never limit our success. The information necessary to identify market data of this nature is found in market share reports. The example shows why it is necessary to consider resources (Rctg Co's percentage of DOD recruiters as it relates to the market share). This analysis could lead to a different COA.

Example of Incorrect Mission Assignment

If one RS is taking 52 percent of the DOD market and not making mission, it may be an indication that the RS has been assigned an incorrect mission. On the other hand, if an RS is taking only 30 percent of the DOD market and is accomplishing 150 percent of their mission year to date, it may be an indication that the RS was also assigned an incorrect mission and the identification of a MOO in which the Rctg Co and Rctg Bn should execute a decisive operation in order to increase market penetration. One must also consider out of area contracts written and the losses from the Future Soldier Program.

9-6. Commanders also need to consider the availability of their personnel (personnel strengths, programmed absences such as leaves and military schools, number of new recruiters, etc.). Being overstrength in personnel can pose just as many difficulties in assigning missions as being understrength. Each RS AO is designed to support a specified number of recruiters. If additional recruiters are assigned to the RS area, care should be exercised to ensure that additional mission is not assigned. If so, it may be more than the area can support and the RS could fail through no fault of its own. Mission has to be based on approved market variables regardless of recruiter fill. Positioning is a snapshot in time. Mission is constantly updated with real-time data.

9-7. Next, leaders must take time to review where they have been and ask questions: *What is different? So what? What is the same?* Leaders need to look at past recruiting trends. How did they do last year during this period (seasonally)? Did they accomplish more or less than the mission they are being assigned? Why? What was their market share and penetration then as compared to now? Leaders need to look at not only the quantity achieved but the numbers achieved by mission categories. Has there been a change in the market that could impact on a specific mission category? If a high school has recently closed or opened, how does this event affect the senior market? Could this fact have an impact on their ability to achieve the senior or grad mission as last year. What was the recruiter strength (RA and USAR)? What was the unemployment rate?

9-8. No single bit of information is necessarily more or less important than any other. The point is that commanders should consider all information available during their decisionmaking cycle to determine the best COA to accomplish the mission. The better the intelligence, the better the decision.

USAR MISSION

9-9. The USAR market is clustered around USAR centers where TPUs are located. The Army uses a 50-mile radius around a TPU to define a reasonable travel distance for a Soldier and thus its market area. Assessing the USAR mission requires a little more information than the RA mission. Leaders have to accomplish all the things we have just discussed and then some. USAR missions require us to recruit for specific USAR units and the MOS vacancies in those units. We cannot recruit for TPUs that have no vacancies.

9-10. Leaders have the ability to find out how many vacancies exist through several different means. The first and most direct way of discovering is by visiting the unit. Also, every Rctg Bde and Rctg Bn has a USAR Partnership Council which meets periodically to discuss issues such as vacancies, unit retention problems, and strength projections. These unit vacancies can be determined using the Automated Unit Vacancy List Report. This report tells leaders by MOS, gender, pay grade, and PS status the specific needs of each individual troop program. Proper use of these tools will ensure proper missioning. Recruiters (RA and Active Guard Reserve) can be assigned RA and USAR missions. A recruiter is a recruiter.

9-11. When considering who should be assigned what kind of special mission, commanders again need to review their assets and their market. These markets are normally more easily identified because of the education and training requirements needed to qualify for enlistment. Care must be given to ensure the market exists before a mission is assigned. As an example, if a Rctg Co does not have a 4-year college program in its recruiting AO, it may not be wise to assign that Rctg Co an OCS mission. Because of the added time involved in processing an OCS, WOFT, chaplain, or AMEDD and the special qualifications required for each, everyone needs to be aware of the mission and know what is required to process individuals that are needed for these special programs. The chaplain mission is assigned to chaplain recruiters assigned at each Rctg Bde and the AMEDD mission is assigned to recruiters in the medical recruiting battalions.

MISSION DEVELOPMENT

9-12. It is important to understand how the mission numbers are developed and then subsequently assigned. It is also critical to identify priority markets, as it allows for the proper allocation of resources to take advantage of these targets of opportunity. The overall goal is to have recruiters in the right place, at the right time, in the right numbers to ensure the greatest chance of success. Alignment in the missioning process is critical. Wasting resources by positioning too many or too few recruiters in any particular area would damage chances to achieve mission box. The systems in place for positioning recruiters and assigning the mission are designed to ensure that each recruiter has the ability to achieve mission. Mathematical models are utilized to identify down to individual ZIP Codes the recruiting potential in any given recruiter zone. In developing the RA mission the CG must take into account congressional constraints, category restrictions, and male female ratios. The USAR mission is a strict contract mission. Enlistees are members of the unit on the date of enlistment. Recruiters recruit for specific vacancies in their local units. The RA mission is market driven. It is not uncommon for missions between recruiters of the

same Rctg Co to be different. The purpose of the process is to assign the mission based on the market resources available for achieving mission box, rather than dividing the mission equally amongst assigned recruiters. DOD market analysis can be a strong indicator of whether an area is undermissioned or overmissioned. Areas that routinely exceed mission requirements but achieve low percentages of DOD totals can be an indicator of missed opportunity by undermissioning or understaffing a particular area. Special missions should also be assigned based on market and the potential to achieve the assigned mission. To ensure the greatest opportunity for mission success, commanders should consider all information available during the missioning process.

PART THREE

Recruiting Operations

Part Three discusses the three relevant types of operations:

- Decisive operations.
- Shaping operations.
- Sustaining operations.

Operations in combat are parallel in most environments; whether commanding Infantry Soldiers in Afghanistan or Aviation Troops in Germany, leaders always provide operationally for their Soldiers. Operations are complex, they are ambiguous and time consuming, and they are necessary for the welfare of the organization. The unique nature of the recruiting environment requires leaders at all levels to be decisive in recruiting operations, shape their recruiting efforts, and sustain their forces abilities to win.

Commanders organize forces according to purpose by determining whether each operation will be decisive, shaping, or sustaining. Purpose unifies all elements of the organization by providing the common focus for all actions. These decisions form the basis of the concept of operations. During execution, commanders combine and direct decisive, shaping, and sustaining operations.

Chapter 10 describes decisive operations. Decisive operations are designed to accomplish the mission and dominate the market. They occur as planned. However, opportunity and circumstances often alter the sequence and details of the decisive operation. Commanders create or preserve opportunities through shaping operations.

Chapter 11 describes shaping operations. Shaping operations are operations designed to establish conditions in the recruiting AO that define future decisive operations. Shaping operations precede or occur concurrently with the decisive operation. A prime example of a shaping operation is the SRP.

Chapter 12 describes sustaining operations. Sustaining operations ensure freedom of action to maintain momentum and exploit success. They are designed to maintain the force and continue current successes. We must not forget it is our Soldiers who remain the crucial link to achieving the current mission while shaping conditions in the market to ensure the success of future decisive operations.

Ideally, decisive, shaping, and sustaining operations occur at the same time. Simultaneous operations allow commanders to seize and maintain the initiative. Commanders determine if they can accomplish the mission with a single, simultaneous operation; if they cannot, they

accomplish the mission in phases. In making this decision, leaders consider the skill and size of the opposing force, the size of the AO, operational reach, available support, and the scope of the mission. The crucial consideration is the success of the decisive operation, which must have enough resources to conclusively determine the outcome. Commanders must support weighting the main attack (focus on primary MOO) while conducting economy of effort operations in areas that historically and in the future will not be as fruitful as other AOs. If the resources are not available, commanders phase the operation to achieve the maximum possible simultaneous action within each phase.

Part Three discusses these three types of operations. It illustrates how to apply the concepts described in Part Two within the operational environment described in Part One.

Chapter 10

Decisive Operations

The essential thing is action. Action has three stages. The decision born of thought, the order or preparation for execution, and the execution itself. All three stages are governed by will. The will is rooted in character, and for the man of action character is more critical importance than intellect. Intellect without will is worthless, will without intellect is dangerous.

GEN Hans von Seeckt

A highly deployable, lethal, agile, survivable, and supportable force can rapidly defeat an adversary's center of gravity. Does this sound like recruiting? It should. One of the Army's decisive operations is to fill its ranks with qualified men and women. Decisive operations in USAREC directly accomplish the tasks assigned by higher headquarters. Today's recruiting leaders must be competent at deploying the small special force they have at their disposal. Because that force is only going to get smaller, with greater demands placed upon it.

10-1. Decisive operations directly accomplish the tasks assigned by higher headquarters. Decisive operations conclusively determine the outcome and achieve the goals of all recruiting efforts, mission box and domination of the market. Commanders simultaneously plan and conduct shaping and sustaining operations to set conditions for future success while mission-boxing in the current RCM. As discussed previously, recruiters are USAREC's ultimate operating system. Leaders use this philosophy during all planning phases of any operation. USAREC will not achieve its mission without employing its ultimate system accordingly. Decisive operations in USAREC directly accomplish the tasks assigned by higher headquarters. Decisive operations conclusively determine the outcome and achieve the goals of all recruiting efforts. The decisive operation includes multiple actions conducted simultaneously throughout the command.

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Some shaping and sustaining operations will actually occur before the decisive operation to ensure that the decisive operation is effective, while others occur during and/or after the decisive operation to ensure the success of future operations. The unique nature of the recruiting environment requires leaders at all levels to be decisive in recruiting operations, shape their recruiting efforts, and sustain their force's ability to win. Commanders organize forces according to purpose by determining whether each unit's operation will be decisive, shaping, or sustaining. Purpose unifies all elements of the organization by providing the common focus for all actions. These decisions form the basis of the concept of operations of the ROP.

OPERATIONAL AND TACTICAL LEVEL

10-2. Decisive operations at the operational and tactical level under Army operational doctrine, Army operational commanders conduct offensive campaigns and major operations to achieve theater-level effects based on tactical actions. They determine what objects will achieve decisive results; where forces will operate; the relationships among subordinate forces in time, space, and purpose; and where to apply the decisive effort.

10-3. At the operational level, offensive operations directly or indirectly attack the enemy's center of gravity. Commanders do this by attacking enemy decisive points, either simultaneously or sequentially. Massed effects of joint and multinational forces allow attackers to seize the initiative. To attain unity of efforts, operational commanders clearly identify objectives and reinforce relationships among subordinate forces.

10-4. Tactical commanders exploit the effects that joint or multinational forces contribute to the offense. They synchronize these efforts in time, space, resources, purpose, and action to mass the effects of combat power at decisive points. Commanders direct battles as part of major operations. Battles are related in purpose to the operational commander's objectives. Tactical commanders receive their AO, mission, objectives, boundaries, control measures, and intent from their higher headquarters. They determine decisive, shaping, and sustaining operations within their AO. They direct fire and maneuver to attain objectives.

DECISIVE OPERATIONS IN USAREC

10-5. Although similar in theory, USAREC's operational environment requires some adjustment to the Army's operational doctrine. Operational commanders (Rctg Bn and higher) require a complete understanding that the recruiter is USAREC's ultimate system. As such, their planning considerations must include an indepth analysis of how the intent of their directives will impact this ultimate system. At the operational level, many recruiting operations are *shaping* in nature. That is, strategic planning usually results in long-term accomplishment. Commanders at the operational level must rely upon their tactical commanders (Rctg Co and below) to determine the decisive operations they employ in order to achieve the objectives assigned by operational commanders. Operational commanders evaluate past data and current organizational performance in an effort to identify trends and evaluate resources the tactical commanders require to achieve their objectives. Similar to Army doctrine, operational commanders allocate resources, coordinate internal and external RSS, and provide directives that allow tactical commanders to reach objectives and achieve market domination.

10-6. Tactical commanders exploit the effect joint forces and support elements contribute to decisive operations. Tactical commanders possess the ability to maneuver

their forces to accomplish decisive operations. Within their recruiting AO, tactical commanders determine and execute decisive, shaping, and sustaining operations while supporting the operational commander's overall intent.

ROP

10-7. The key to any successful operation, whether it be a decisive, shaping, or sustaining, is the design of the ROP. Commanders at all levels must consider the following as the decisive operational plan is developed and executed:

- **Mission.** Commanders provide their subordinates with a clear statement of what to accomplish and why—the mission. They anticipate likely developments. To prepare subordinates for subsequent actions, commanders give them their superior's mission and intent, tell them what they envision for the future, and issue warning orders as appropriate. To maintain momentum, they assign subordinates tasks that encompass the full scope of the operation.
- **Market.** The historically most productive, what markets have the most potential, matching markets with recruiter strengths, time of year (because recruiting is cyclic).
- **MAP.** The historical effectiveness of the unit, will provide minimums that must be accomplished to meet mission requirements.
- **LSA.** The avenues of approach to the market (target).
- **Scheme of Maneuver.** Combination LSA, MAP, and prospecting plan (where to go, when to go, why to go, what is the expected outcome).
- **Mass of Forces.** Either the recruiters and/or RSs massed on the target or mass developed through effective networking to concentrate (provide overwhelming) recruiting activities on the target.

OPERATION ANALYSIS

10-8. Commanders will consider the variables listed above when analyzing and developing an executable COA to achieve the assigned mission. Prior to T-2 commanders at each level can use the analysis and planning process to seek subordinates' input and use the development of the plan as a team building process. Front-end operational analysis, as the MAP and prospecting plan are being prepared coupled with an evaluation of the strengths and weaknesses of the force will drive the training plan that is nested and synchronized with recruiting operations to directly support mission accomplishment for the RCM.

10-9. Commanders, especially Rctg Bn commanders, must have one foot in the current RCM and one foot in the future quarter to ensure scheduling, manipulating assets, and training is accomplished to create conditions for success. The CLT and BLT must develop a planning calendar, which will provide a tool for the small unit leaders (RS commanders) to use to periodically look ahead. As an example; when are the next six FSTP functions? When is RS training scheduled? When do you want the school folders for the upcoming SY prepared? Who is responsible for teaching at the next Rctg Co training? When is the Rctg Bn scheduling events involving CLTs or RS commanders? When, where, and how many COI or MSB exhibits will be used throughout the year? When do you plan to use your other combat multipliers (TAIR, ADSW, Future Soldier Program, and HRAP) in support of your recruiting efforts? Are there any special events going on in the RS or Rctg Co area that would impact on recruiting, especially if you planned recruiter participation? The list is infinite; however, Rctg Cos, Rctg Bns, and Rctg Bdes must synchronize their efforts to ensure they all complement and do not detract from the efforts of the Soldier on the ground that is ultimately charged with conducting the recruiting process. It is important to remem-

ber the chain of command must focus on the future fight to create conditions for success. The command can anticipate future missions based on historical missions and use that for rudimentary planning purposes.

PLANNING

10-10. A critical element of planning is *time management*. It is defined as planning your work and working your plan in such a way the mission is accomplished in the minimum amount of time while expending the minimum amount of resources and effort, while ensuring all required mission-related tasks are accomplished as necessary. The seven keys to time management are:

- Have clear, specific goals.
- Establish clear written plans.
- Make a list.
- Set priorities.
- Do first things first.
- Overcome procrastination, develop a do it now mindset.
- Keep your life in balance.

10-11. While setting priorities, leaders should continually ask themselves the following questions:

- What things do I do that waste my Soldiers' time without improving mission accomplishment?
- What would happen if I stopped doing what I do?
- What do I do, if given to someone else, could be done as well or better?

10-12. Leaders should consider using the ABCDE system for setting their priorities for time management while remembering time management can be applied only to the time they control:

- A - Top priority tasks that must be accomplished.
- B - Secondary priority tasks that should be accomplished.
- C - Unimportant tasks that can be accomplished after As and Bs.
- D - Tasks which can be delegated.
- E - Tasks which have little or no impact and can be eliminated.

10-13. Another technique leaders can use for prioritizing tasks is to look at their importance and urgency for completion. Table 10-1 depicts the four categories of time and offers a method for a leader to determine where he is spending the majority of his time.

Table 10-1
Four Categories of Time

I - Urgent and Important <ul style="list-style-type: none"> ● Crisis management ● Mission essential 	III - Urgent and Unimportant <ul style="list-style-type: none"> ● Interruptions ● Things imposed by others
II - Not Urgent and Important <ul style="list-style-type: none"> ● Most difficult to accomplish ● Usually can be done anytime (physical training) 	IV - Not Urgent and Unimportant <ul style="list-style-type: none"> ● Procastination ● Busy work ● Wasted time

10-14. Proper planning and the correct use of time play a crucial role in mission success. Commanders consider the risk involved when deciding how much time to allocate to planning and preparing any operation. Modern telecommunications capa-

bilities and activities in the information environment may reduce the time available to plan and prepare. Modern information systems reduce the time required to collect and process information. Commanders who act quickly and make good decisions retain the initiative in fast-moving situations. Commanders must give as much time as possible to their subordinates for planning.

10-15. To a great extent, planning and time management set the stage for the other functions of management. The organization that will accomplish the mission is determined during the planning stage. Many agencies coordinate to develop the plan, and, in turn, the plan coordinates the actions of all organizational elements in mission accomplishment. The plan forms the basis for the directive issued to subordinate units, and this directive, sets the standards for the control process. The S-3 or G-3 is the key staff section a commander uses to develop and assist in coordinating the execution of the plan. Their primary responsibility is to support the recruiting force and ensure that recruiters have what they need to accomplish the mission.

CHARACTERISTICS OF DECISIVE OPERATIONS

10-16. The decisive operation is a sudden, shattering action that capitalizes on subordinate initiative, audacity, and a common operational picture (COP) to expand throughout the AO. All decisive operations must exhibit the following characteristics:

- Executable. Commanders plan to seize the initiative, exploit success, and maintain momentum simultaneously throughout the AO. In the decisive operation, commanders focus assets to dominate the market. They conceive simple plans by assessing and visualizing their recruiting AO and mission. Commanders select the best COA and develop a concept of operations that ensures mission accomplishment. The concept of operations must promote:
 - Mission accomplishment. A plan's prime characteristic is that it is *capable of accomplishing the planning objective*. Frequently the planner does not fully understand what is required. Objectivity should be the rule so that the completed plan will be logical, factual, and realistic with respect to both the capabilities of the organization and the situation.
 - Simplicity. The plan must be *simple yet comprehensive*. The plan must provide a concept that subordinates can easily grasp and place in the context of the overall scheme of things, with all elements reduced to the simplest form. The plan must also specifically point out the extent and direction of the role to be played by subordinate organizations. The plan that lacks either of these qualities will lose its effectiveness and the other functions of management will be very difficult to implement. Too detailed a plan will lessen the initiative of subordinates and reduce flexibility, while too vague a plan will lead to confusion.
 - Flexibility. In decisive operations, plans must be designed to account for changing conditions. This ensures commanders can shift their main effort to another market when the success of the overall mission can be obtained more cheaply or quickly another way.
- Audacious (bold, audacious, decisive). Audacity is a simple plan of action, boldly executed. Commanders display audacity by developing bold, inventive plans that produce decisive results. They understand when and where to take risks and do not hesitate as they execute their plan. Commanders dispel uncertainty through action.
- Continuity (shaping becomes decisive operation, etc.). Continuity is essential. In a plan covering long periods or seasons (quarters), the sequence of objectives is clearly identified, and the transition from

objective to objective is easily understood so that the entire plan becomes a meaningful whole. Effective decisive operations capitalize on accurate intelligence and other relevant information which is developed during the IPM process. Staff sections maintain current estimates for their functional fields or ROS throughout decisive operations. Commanders incorporate staff estimates into their visualization. As the operation unfolds and the situation changes, commanders continuously assess opportunities and decide whether to modify the concept of operations. Plans must anticipate shifting efforts and transitioning to other forms of operations to exploit opportunities. By planning to exploit success, commanders avoid losing momentum.

- Economy of force (use least amount of resources required for the operation). Commanders employ units according to their capabilities and limitations. Use of the right asset to attack a market is critical to maintaining the ability to conduct future decisive or shaping operations. A plan should be *economical* with respect to personnel, time, space, and materiel. Will the plan yield, with an acceptable degree of risk, the most effective return for the effort expended?
- Mass. Command and control systems provide reliable relevant information that assists commanders in determining when to concentrate forces or to mass effects. In recruiting, mass refers to both massing of resources (recruiters, TAIR, etc.) as well as the massing of information. Before an event, APA can mass information on the target, S-6 can do an e-mail campaign, etc., all laying the groundwork for the operation.

CONDUCT OF OPERATION

10-17. As mentioned in chapter 4, commanders use the ROS to help them plan, synchronize, and execute the mission. The ROS (intelligence, prospecting, processing, Future Soldiers, training, RSS, C4) systematically ensures all elements of the organization, to include materiel resources, are directed toward accomplishing the mission. All ROPs for achieving the recruiting mission must be developed to fight the recruiting battle with three basic thrusts: What has to be done (MAP), how to get it done (prospecting plan), and enforcing the plan (leadership). The following is a discussion of each and its relation to the ROS.

INTELLIGENCE

10-18. The first step in planning and achieving success in a decisive operation is to *identify and understand the market*. Recruiters must seek qualified individuals to serve in the Army. IPM as described in chapter 7, is critical in determining the characteristic of any decisive operations. Developing plans without proper IPM usually results in failed objectives. Commanders use this resource to initiate the planning phase of their operation. Each recruiting zone is different. Market penetration must be analyzed and the results of this analysis should be considered during the development of prospecting plans to ensure the RS is penetrating the market and that the Army is taking over 50 percent of the market share. The RS commander should review past market share reports for previous years and determine the number of contracts the RS will need to achieve to get 50 percent or more market share by ZIP Code. A careful evaluation of the RS's market share reports from the previous year by ZIP Code will assist the RS commander in determining a strategy for attacking the market by ZIP Code. The RS commander can goal each ZIP Code for GAs, SAs, seniors, and volume. Take the total GAs written the previous FY by DOD. Then take 50 percent of that number. That then would become the goal for the RS for GAs for that ZIP Code. This can be done by quarter and further broken down by month. This does

not become the mission but a goal based on historical data. This becomes a target in the sights of the RS commander and recruiters. This goal can be checked against the market share reports the RS commander receives monthly and they can check how they are doing against DOD. They may have to adjust fire and the intensity of the prospecting activity in a marketplace based on how the ZIP Code is producing currently. The RS commander should review the RS's past enlistments by ZIP Code and identify how the RS achieved those contracts by ZIP Code and plan accordingly using the type of prospecting activity that worked in the past for each ZIP Code and specific market. With that in mind, blanket policies may not apply to certain areas. However, commanders use IPM to assess the market and shift resources to assist recruiters in dominating their market. Planning to accomplish the mission should occur at the lowest level possible. (The plan should be made by the unit of recruiting that will have to execute the plan.)

MAP

10-19. A good MAP that is effectively executed will provide the necessary prospects to ensure the success of the mission. A well prepared and aggressively executed mission plan is very important to the success of the mission. The plan must have short- and mid-range milestones that must be met to ensure mission success. The MAP should be a stand-alone plan based on the unit's past achievements and conversion data. (See app A for a detailed explanation of the MAP.) Units must consistently analyze the achievements of their plan and look for ways to move more appointments to conduct, conducts to test, test pass to the floor and physical, and physical pass to contract. The MAP at every level must include a sufficient amount of prospecting to ensure mission plus FSTP losses are included in the plan. As mentioned earlier, the plan at RS and Rctg Co level stand alone. It tells the commander what processing and prospecting has to be done to succeed, without regard to higher or lower echelon plans. Using a Rctg Co as an example, if MAP requires 90 appointments conducted for the week, that is the "MUST DO" for the CLT. RSs are trying to achieve some different numbers. When talking with RS commanders, the CLT should be talking in terms of those plans and how they are doing against them. When contemplating the entire Rctg Co, the CLT should think in terms of the Rctg Co plan and where they stand against it. The number the CLT needs to achieve to succeed is not the sum of the RS plans, the number is 90; the number established by the Rctg Co MAP. CLT actions and orders should be oriented toward achieving 90. There are some natural dynamics which work to their advantage. One is that RS requirements more than cover the Rctg Co (assuming the plan is developed correctly). If the CLT succeeds in enforcing each of their subordinates' requirements they should be successful in the accomplishment of the mission.

10-20. At the RS level, the RS commander should review the mission and determine how the RS's recruiters will attack the market to ensure mission success. The RS commander should determine how the RS would achieve its mission. How much prospecting will be required from the grad and senior LRLs? How many enlistments will they be able to achieve from referrals? How many enlistments will come from face-to-face prospecting? How much prospecting will be required from each type of prospecting activity? How many prospects does the RS have that are close to enlistment and when are they projected to process and enlist? The RS commander should review potential FSTP loss and then plan for any possible loss. The RS commander should also determine which of the recruiters is better at each type of prospecting activity and assign tasks accordingly. Figures 10-1 and 10-2 depict a RS's weekly action plan.

	SSG Rose (Asst RS Cdr)	SSG James	SGT Jones (New Rctr)	SSG Smith	SFC Ali (USAR)
Contracted	GA-Winters	GA-Warren		GB-Schmitt	2 PS-Peters -Givens
Processing	SA-Davis	GA-Randall	GB-Walters SB-Kim		
Working	SB-Rojas GA-Roberts	GB-Rogers GB-Todd		SB-Young SB-Luke PS-Little	
Remarks	Increase Grad P1 contacts to no less than 20 daily	Increase Senior P1 contacts to no less than 30 daily	Will increase Grad P1 contacts to no less than 20 per day! HIT SASVAB LIST DAILY will be at 100% by Friday 2 Grad Appts next week	Will P3 Deburg College daily and bring back 5 leads per session. P1 Roosevelt HS 05/06 no less than 15 contacts 2 Grad Appts next week	Will visit TPU Monday to obtain vacancies. 4 hrs Grad P1 daily. Get OUT and P3. Bring back no less than 5 leads per session.

Next Week: Week 3 RSM Nov.

Station Mission:
RA: 4 GA/2 Senior/3 Others
USAR: 2 GSA/1 PS/1 Other

Acheived: 1GA/2GB
2PS

Figure 10-1. RS Weekly Action Plan

	SSG Rose (Asst RS Cdr)	SSG James	SGT Jones (New Rctr)	SSG Smith	SFC Ali USAR
Strengths	P1 P2 Admin (Packets) Closer	P2 P3 College	HS P3	P1 P3 Closer	College P3 Admin (Packets)
Special Prospecting		Blitz ZIP Code 33025		Term File	Blitz ZIP Code 33025
Training	RS Tng: P2 Prospecting	RS Tng: P2 Prospecting instructor	RS Tng: P2 Prospecting Sales presentation (SSG Smith)	RS Tng: P2 Prospecting SSG Jones - Sales	RS Tng: P2 Prospecting
Additional Duties: Duty NCO ASVAB	Monday Brook HS Wed, 0700	Tuesday	Thursday Brook HS Wed, 0700	Wednesday	Friday

RS Commaner Coordinating Instructions

- Set up HS presentations within 3 weeks
- Blueprint LRLs every morning
- * Develop new COIs in high schools
- * Set up COI function for next month

Everybody Will

- * Prospect 25 hours per week (15 P1/10 P#) P2 continuous
- * P3 - 2 hours every day
- * P1 - Minimum 3 hours daily - Mon, Tue, Wed, Thurs, (Sat)
- * HS visits
- * FSTP referrals - 2 each Future Soldiers

Figure 10-2. RS Weekly Action Plan Part II

10-21. A plan is similar to a sketch map in many ways because it states the present location and indicates the destination or objective. Differences exist in the kinds of objectives pursued. Objectives lend direction and purpose to planning activity. If these objectives are clear, realistic, and readily understood by all, planning can proceed on a basis designed to seek the best means to accomplish objectives. However, if objectives are vague or unrealistic, planning is exceedingly difficult and often futile. The plan can be no better than the objectives it seeks to achieve. All plans regardless of the level at which they are prepared must be reviewed by commanders, at least two levels above, to ensure they meet the operational intent of the senior commander.

PROSPECTING

10-22. The prospecting plan answers the question at each level with regards to *how am I going to achieve the amount of prospecting and processing required to succeed?* During the planning process all commanders must determine their *avenues of approach*: Schools, special community events, COIs and VIPs, ZIP Codes or counties with high potential, etc. As plans are developed at the tactical level they must include an element of predictability for operations within a specific area. The establishment of a routine (same time, same place) with regards to a recruiter's visit will develop an awareness and expectation within the targeted market. Consistency of focus and the market will know when we will be in an area and look for us. Prospecting is an activity that must be planned and consistently executed.

10-23. Prospecting requirements are established based on historical data and must focus on the current mission while maintaining focus on future missions. The prospecting plans establish a work ethic for the recruiters and must focus on the mission. The RS commander establishes the prospecting requirements for the recruiters by completing a MAP. This plan should focus on those segments of the market that mirror the assigned mission. The RS commander must always ensure that a certain amount of prospecting is achieved to accomplish future missions as well as the current mission. The RS commander then directs the recruiters to conduct prospecting activities by executing P1, P2, P3, and P4 prospecting activities. RS commanders must ensure the recruiters' planning guides reflect these directed prospecting activities. Commanders must also ensure prospecting plans include using a variety of prospecting techniques, lead sources, and actions to improve lead generation.

LSA

10-24. LSA is required to ensure total market penetration and give maximum opportunity to contribute to mission success. Lead sources include but are not limited to college lists, high school lists, members of the FSTP, automated lead refinement list, Student Armed Services Vocational Aptitude Battery (SASVAB), applicant referral, Internet, TAIR events, Unit Referral System, and COIs and VIPs. Commanders should evaluate proficiency in relation to the specific source of lead for their recruiters. This analysis will not only provide the RS commander with an insight into the recruiter's strengths and weaknesses and helps in the identification of skill gaps; but, also provides valuable intelligence with regards to the most efficient and effective lead sources to be used for mission accomplishment. This process enables the RS commander to fight the current battle with a plan using the strengths of his recruiters while shaping the future by conducting training to improve his recruiters' weaknesses.

LEAD GENERATION

10-25. All prospecting plans must include lead generation activity. Lead generation is an activity that must be accomplished consistently by recruiters. They must be looking for new leads each and every day. The RS commander must ensure that recruiters are active in the market and are always looking for new ways to generate new leads. Obtaining leads list from colleges and high schools can generate leads. Recruiters may obtain referrals while conducting prospecting activities. Recruiters may obtain leads from COIs and VIPs. Leads can be generated by working with FSTP Soldiers or Soldiers that have returned from training or are home on leave. Other sources to consider for use in lead generation and Army awareness include Reserve Officers' Training Corps (ROTC), OCS, WOFT, and USAR OCS. These resources, when targeted properly through an effective IPM process, can greatly assist our efforts to gain access to markets. Recruiters must actively pursue the generation of new leads to ensure mission accomplishment consistently.

P1 Prospecting

10-26. P1 is the prospecting effort executed by a recruiter using the telephone. This prospecting effort can be a very quick way of contacting a large amount of leads in a relatively short period of time. P1 prospecting can be broken down into two types. P1 prospecting that is a planned activity with a specific market segment and P1 prospecting that is focused on a few specific leads at a precise time. P1 prospecting that is a planned activity with a specific market segment must be planned and must have established goals or milestones for the recruiter to achieve. This prospecting effort should have an ultimate goal of gaining an enlistment and a secondary goal of making contact with as many leads as possible to create interest in a future enlistment. This prospecting effort should be a planned activity at a precise time of day that will produce the most contacts and ultimately result in appointments that eventually enlist. While conducting this type of P1 prospecting a recruiter should be coding the LRL with a specific time of day and month for a second contact with the lead. During this type of prospecting activity a recruiter is developing future prospecting plans. Telephone prospecting for a specific segment of the market at the wrong time of day may be fruitless and result in very few contacts with the market, such as calling high school seniors when you know they are in school. P1 prospecting that is focused on a few specific leads at a precise time is a prospecting activity that can be conducted in many short bursts throughout the day. A very well thought out P1 prospecting plan may contain the names and telephone numbers of 10 leads that the recruiter has determined a precise time to contact. He would then plan to contact those 10 leads throughout the day at that precise time. This is a well planned prospecting effort that should produce results. The recruiter must always remember that the prospecting that they plan must be executed. A well planned consistent prospecting effort will produce consistent results for the recruiter.

P2 Prospecting

10-27. P2 is prospecting by means of referrals. This is one of the best and most effective prospecting methods available to the recruiter. This prospecting effort can be performed while the recruiter is conducting other prospecting activity. The recruiter can perform P2 prospecting while they are conducting P1 prospecting by asking for referrals when they are talking on the telephone. They can conduct P2 while they are face-to-face prospecting out in their marketplace by asking everyone they see for a referral. Recruiters should be goaled each day with asking for referrals. Recruiters must understand that anyone can provide a referral that will result in an enlistment. Each person that lives in the recruiter's or RS's marketplace knows a

person that can use the many benefits that the Army can offer. The recruiter must be active in seeking those referrals out each and every day. The market is full of potential COIs that know a person that can use what the Army has to offer. Once an individual is identified as a COI or VIP, the COIs and VIPs must be sustained (i.e., contacted routinely as in once per month to keep them on the team). Rctg Cos and RSs should also use COI events, which are designed to gather local influencers together to present the Army story and gain or sustain their active support for our recruiting effort. Future Soldiers are an excellent source and must be pursued by recruiters for referrals. The recruiter should establish a goal for each day while conducting prospecting activity that they are going to ask everyone they talk to for a referral. The recruiter must have goals to meet new people each day while conducting prospecting activities.

P3 Prospecting

10-28. P3 is a prospecting activity accomplished face-to-face with the market. RS commanders should ensure the development of a formal P3 network that develops real COIs, finds P3 hot spots (where people hang out), and provides strategic locations for free advertising (posters and recruiting publicity items (RPIs)). The recruiter should have an established itinerary and a plan that must be executed consistently with predictability (weekly at the same time and on the same day) while conducting face-to-face prospecting activity. Consistency and predictability in our visits to schools and on milk runs, etc., are key to developing a network where our market knows we are coming and will generate additional leads. The recruiter should go to known places where he can make contact with the market. Face-to-face prospecting can be a very effective way of making contact with the market or a segment of the market. However, it can be very time consuming if the recruiter does not have an effective plan and then execute that plan. This prospecting can be focused on the grad or senior market. This prospecting can be conducted at college campuses or at the local high school campus if allowed. The recruiter can conduct face-to-face prospecting at sporting events, malls, restaurants, or local hangouts that are frequently visited by the market. The recruiter can conduct P2 prospecting activity while doing face-to-face prospecting. The recruiter can develop potential COIs. They can post the area with RPIs and posters. They can make contact with local business owners and managers and ask them for referrals. They can visit local employment agencies. They can make contact with Future Soldiers and prospects. The recruiter can visit known COIs or potential COIs. The P3 prospecting activity must be planned and executed. The recruiter must be given goals to achieve while conducting P3 prospecting activity.

P4 Prospecting

10-29. P4 is Internet prospecting and can reach more people more quickly than any other type. A greater number of people are spending more time on the Internet every day, so there is a growing and enormous potential to contact and spark interest in these *cyber prospects*. As P1 becomes less effective due to answering machines, caller identification, and cell phones, recruiters must capitalize on the availability of the Internet. Commanders must ensure their recruiters ask for colleges, junior colleges, and high schools to provide lists that include students' Internet addresses. Once Internet addresses are obtained, recruiters should time the release of Internet e-mail to students, *timed to when they make decisions*. As an example, for college students this would be prior to holiday and semester breaks when they may decide not to return.

SCHOOL PROGRAMS

10-30. The schools program is very important to the recruiter and the recruiters that follow. Recruiters must always conduct themselves as professional Soldiers. An effective schools program is a very important element of the total recruiting effort.

POSTSECONDARY MARKET

10-31. A strong and active presence in the college market is critical to sustained success in grad recruiting. Colleges are shared markets within each RS. The assigned recruiter will serve as the college's point of contact for all recruiting activities. The RS commander assigns and directs all recruiting activities on and around assigned colleges. The RS commander ensures college folders are maintained. When approaching colleges, the approach must address the fundamental needs of the college which are enrollment of students and financial assistance for students. Colleges are looking for both near- and long-term benefits. The near-term benefits are the Concurrent Admissions Program (ConAP) for USAR enlistees, Specialized Training for Army Reserve Readiness Program for local USAR units, and use of the USAR job vacancy report. The long-term benefits are ConAP for AD enlistees, LRP, and ROTC. The following college personnel are possible COIs: Admission officers, registrars, financial aid officers and counselors, placement officers, student services officers, veterans affairs officers, veterans or TPU members on staff, advisors to college newspapers and radio and television stations, department chairpersons, ROTC personnel, and ConAP point of contact. It is important to understand different offices have different interests based on their roles at school and as such recruiters should target them with different messages. Admissions officers could see the Army as competition and you should not ask this department for student recruiting information. Requests of this nature should be presented to the registrar. Also many colleges have exit and entrance briefings for students who receive financial aid. This provides an excellent opportunity to present Army educational funding opportunities, especially the LRP, either in person or by printed material.

Community Colleges

10-32. In addition to regionally accredited 4-year degree-granting institutions, the postsecondary market also includes community colleges. These are regionally accredited 2-year degree-granting institutions offering studies toward an associate of arts, associate of science, or associate of applied science degrees. The unique qualities of a community college are that it serves a defined geographical area, offers courses to serve the economic base of that area, and it offers academic programs for students planning to transfer to a college.

Certification and Diploma Programs

10-33. The postsecondary market also includes institutions that offer fully accredited postsecondary certificate and diploma programs. This includes vocational-technical schools, career centers, academies, learning centers, training centers, and technical institutions. These institutions train for specific occupations and careers. Examples of occupations include: Practical nursing, computer operator, medical assistant, automotive repair, welding, etc.

10-34. In working the postsecondary market, it is important to understand that students leave college at certain times. Stopout (dropout) typically occurs:

- Within the first 6 weeks of the semester when a student can withdraw with no academic penalty and still receive a refund.

- Within 11 weeks into the semester when a student can still withdraw with no academic penalty but does not receive a refund.
- After the semester ends, grades are received, and tuition is due for the next semester.

10-35. Generally, attrition during the first year of college is higher than in subsequent years, and occurs especially at the midterm grading period, at the end of the semester, and again at the end of the second semester. Currently, about one in four college freshmen drop out before their sophomore year.

HIGH SCHOOL PROGRAM

10-36. The high school program forms the basis for a recruiter's success in not only the senior production, but forms the ground roots for a recruiter's future success in the grad market in the future. A recruiter that works an effective high school program will have great success in the future grad market. The recruiter must make contact with the market when they are in high school and tell the Army story to as many students as possible.

FOLLOWUP

10-37. Followup is imperative. An effective followup plan will make the recruiter more effective. Followup is similar to *familiar terrain*. It takes less time to get to the objective because obstacles were discovered during previous contact, improving confidence. Followup with new Soldiers and making contact with their family is part of the unit's Family Support Plan. The individual making this contact can also obtain referrals.

RCTG CO PROSPECTING PLAN

10-38. Leaders support the RS's prospecting plan through shaping operations. This may include such things as developing COIs, expanding college programs, and utilization of TAIR events and ASB assets.

MONTHLY PROSPECTING PLAN

10-39. RS and Rctg Co commanders develop and implement a prospecting plan each month. The MAP drives the prospecting plan. The prospecting plan is similar to scheme of maneuver. The MAP tells the commander where the unit needs to go and the prospecting plan is how and when they will get there. An effective prospecting plan will generate applicants for processing.

PROCESSING

10-40. Processing applicants for enlistment is a resource intensive activity that is part of decisive operations. Processing is part of the MAP. Commanders synchronize applicant processing with their prospecting plans to ensure even flow throughout the month. Leaders cannot allow prospecting to cease due to processing.

PREPARING FUTURE SOLDIERS

10-41. Leading Future Soldiers is one of the most important roles of a recruiter. Leaders ensure their Future Soldiers remain qualified for enlistment, provide referrals, and stay motivated to ship to the training base. Preparing Future Soldiers includes training, mentoring, and coaching as well as making sure the Future Sol-

dier is physically fit and ready for the rigors of BT. A Future Soldier prepared for BT
i
more likely to have a rewarding experience. s

CONTACTING FUTURE MARKETS

10-42. Recruiters must think ahead and plan time for contacting future markets. This year's junior class will become next year's senior market. Smart recruiters will take advantage of any opportunity to make presentations to high school underclasses: Juniors, sophomores, even freshmen.

TRAINING

10-43. Training is the cornerstone of success for all operations. It is a full-time job for leaders. Yet, complexities of recruiting make it increasingly important to concentrate on training programs for leaders.

RSS

10-44. Without effective employment of RSS, decisive operations cannot go forward successfully. Chapter 5 discusses RSS in detail.

C4

10-45. Technology has changed the way USAREC conducts recruiting operations. Information technology allows commanders and subordinates to share a COP at each echelon. Commanders use the COP to achieve greater situational understanding. They conduct operations based on more accurate, timely, and relevant information than ever before. Commanders lead from the front while remaining fully connected to the C4 system with the information it provides. Situational understanding, supported by the COP, allows commanders to synchronize their forces effectively and make rapid adjustments as the situation warrants. Subordinates can view the overall situation and exercise initiative to achieve the commander's intent. The recruiting management system consists of all the tools the recruiter needs to accomplish the critical tasks.

ENLISTMENT STANDARDS PROGRAM (ESP)

10-46. The purpose of the ESP is to ensure the integrity of the recruiting process and maintain the quality of Soldiers entering the Army. Enlistment standards ensure that only fully qualified applicants process for enlistment. The ESP provides commanders the capability to detect, identify, and correct potential problems within their organization's enlistment process.

AAR

10-47. A learning organization continuously conducts both informal and formal AARs to identify shortfalls in those systems and programs affecting mission accomplishment. By the end of the AAR, participants must clearly understand what went right, what went wrong, and how to improve for the future. Self-assessment is more meaningful than a judgment issued by a superior. However, the recruiter and leaders must know where they stand, and the AAR leader may need to articulate their findings and observations.

10-48. The AAR reveals training requirements and is a method commanders use to provide operational direction and direct planning activities that lead to successful

decisive, shaping, and sustaining operations.

10-49. AARs at Rctg Bde provide the Rctg Bde commander with a feedback mechanism that fosters continuity among such diverse systems as training, force integration resource management, logistics, and personnel. They fix responsibility with the Rctg Bn and Rctg Bde staff for gathering and analyzing data and providing recommendations. It ensures all BLTs and Rctg Bde staff sections efforts are synchronized and all resources are integrated into the overall strategy. It ensures each Rctg Bde staff section participates in the process and they understand their *value added* to the Rctg Bde. AARs conducted on a monthly basis provide the Rctg Bde commander with the ability to review and make refinements to not only the current quarter recruiting operations which are in progress but also the ability to look forward (first to see and understand) and develop strategies for the upcoming quarter. Figure 10-3 illustrates examples of AARs, both formal and informal, conducted at each level of the command through Rctg Bde.

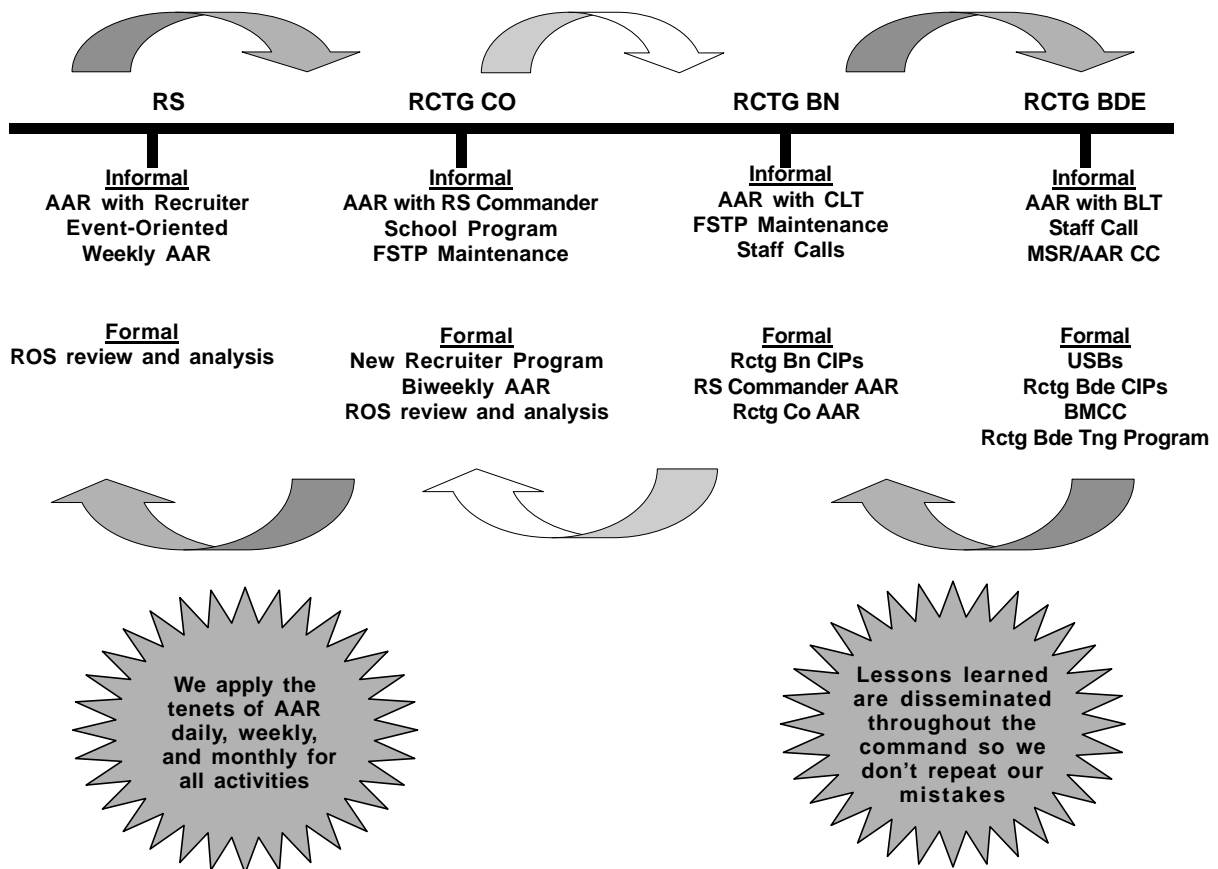


Figure 10-3. Informal and Formal AAR Examples

FUSING INFORMATION

10-50. Fusing information from C4 and RSS systems creates greater awareness of the market and a better situational understanding. This allows commanders to shift forces and efforts to exploit targets of opportunity. Commanders conduct simultaneous decisive, shaping, and sustaining operations on multiple markets throughout the AO. Decisive operations are mission driven; thus, commanders bypass some markets while concentrating mass at the decisive point. Exploiting opportunities that result from efficiently fusing information and determining its significance secures the initiative.

Simultaneous Use of ROS

In a somewhat rural Rctg Co in Texas, two of the more rural counties combined their efforts every year for a county fair and mud race competition. This was not normally a big event. Recruiters almost never attended. However, the new Rctg Co commander could not be dissuaded. He had decided to make it a “big” event.

At the Rctg Bn target cell meeting, he learned the Army Adventure Van was scheduled (as a push resource from USAREC) to be in the Rctg Bn area. He requested (pulled the resource) the Adventure Van for the county fair. The Rctg Bn APA chief decided to help, but did not have money to place advanced advertising (mass) for the Adventure Van in those counties.

The APA chief went to Cavender's, a western wear store, and asked if they were interested in free advertising. Of course, they agreed. They donated two Resistol cowboy hats to the local radio station for a drawing. The cowboy hats were pre-positioned a month in advance in the two RSs that covered the two counties. The local radio station that was advertising the county fair included Cavender's donation every time they mentioned the county fair and gave the location of the two RSs. Interested constituents could view the hats and sign up for the drawing at the RSs. Literally hundreds of people came to the RSs to sign up for the drawing, some stayed to talk to recruiters about their goals.

The Rctg Co commander made sure that Future Soldiers and their influencers were invited to assist the recruiters at the county fair. In fact, families of the recruiters (FRG) were also invited.

The day of the fair came with the radio station as the primary announcer for the mud races. It was clear the Army's efforts had dramatically increased attendance, so the RS considered the Army a cosponsor. After each race, the announcer would promote a feature of the Army. As the next racers readied their vehicles, the audience would hear, “If you need help paying off student loans, see the Army recruiters located by the food tent.” Or, “Do you need money to pay for college? The Army has the Army College Fund. See the recruiters at the food tent.”

Meanwhile influencers mixed with recruiter families and FRG members as they helped channel people through the Adventure Van. The FRG continually answered questions about Army life. These discussions reassured influencers that their loved ones had made a good choice. In fact, just seeing the Soldiers interacting with their families did amazing things to the commitment level of all of the Future Soldiers.

After the drawing for the cowboy hat, the second hat was awarded by the radio station to the Future Soldier who had brought in the most referrals to the Army recruiters (incentive). The end result of an event that was “not worth the effort” was hundreds of leads. Rigorous followup netted enough total enlistments, directly attributable to this event, to make 4 months' mission for those two RSs.

The decisive operation included the following ROS:

- **Intelligence.** The unit had knowledge of the event far enough in advance to plan and conduct an operation. The APA chief understood the demographics and used a cowboy hat that he knew would appeal to the market.
- **Prospecting.** This was event prospecting that included the ASB asset of the adventure van. It also included Future Soldier, family, and other referrals. Telephone prospecting during the month prior helped generate interest in the event and gave recruiters an “excuse” to call. Rigorous followup (exploitation) was done mostly by telephone.
- **Processing.** The commander decided not to use this ROS element. He didn't want recruiters attempting to conduct an Army interview on the spot. He felt that there would be too many distractions.

- **Future Soldiers.** Future Soldiers reconfirmed their commitment by attending, felt part of a team, and worked for their promotion. Their influencers also became more committed.
- **Training.** The training impact on recruiters and RS commanders was specifically how to conduct a decisive operation (event prospecting).
- **RSS.** The adventure van, FRG involvement, etc., were part of the RSS.
- **C4.** The Rctg Co commander had specific lead-capturing mechanisms in place with metrics. This allowed him to continually update his situational awareness and make any necessary battlefield adjustments.

Although this was a decisive operation, parts of it were shaping and sustaining. Future Soldiers provided leads (decisive) and brought influencers (sustaining). Family readiness involvement improved the sustaining operation. Contact with the local radio station, free advertising, and the advance telephone calls were all shaping operations.

CONCLUSION

10-51. Decisive operations in USAREC conclusively determine the outcome and achieve the goals of accomplishing mission box and domination of the market. While sharing characteristics of the Army's operational doctrine the unique environment in which USAREC operates requires some basic adjustments. Operational commanders require a complete understanding of the reality that the recruiter represents USAREC's ultimate system. Taking this into consideration, commanders must analyze the impact their directives will have on the recruiter. The key to any successful operation, decisive, shaping, or sustaining is the design of an effective ROP. The elements of the ROP that commanders consider are the mission, market, decisive objectives, MAP, LSA, scheme of maneuver, operational analysis, battle focus, and the planning requirements required. While all of the elements are critical considerations in the final plan, the MAP, LSA, and scheme of maneuver are especially significant to the operational commander's plan. The MAP provides the historical picture of what specific requirements are necessary to accomplish the current mission. The LSA and its analysis provide the avenues of approach to the target. When put together these tools provide commanders with the scheme of maneuver for recruiting operations. They give the insight to direct the force as to where to prospect, when to prospect, and what results should occur. All ROPs developed to fight the recruiting battle must include what has to be accomplished, how to get it done, and how the plan will be enforced.

Chapter 11

Shaping Operations

The best way to predict the future is to invent it.

Alan Kaye

The Army conducts a wide range of shaping operations around the world. Operations in the Balkans and elsewhere enhanced stability and reassured our allies while operations in Iraq have called some operations into question within the global community. America's Soldiers practice critical skills while sustaining basic community functions around their neighbors' homes, providing water and other basics following natural disasters and more visibly in support of the efforts abroad. These same types of functions allow recruiting leaders to shape their field of operations.

11-1. Commanders conduct *shaping operations* at any echelon to create and preserve conditions for the success of decisive operations. Shaping operations establish conditions in the recruiting AO that define future decisive operations. They may occur before, concurrently with, or after the start of the decisive operation. They may expose or create opportunities for decisive operations. They may involve any combination of forces and occur throughout the command. If the force available does not permit simultaneous decisive and shaping operations, the commander sequences shaping operations around the decisive operation.

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SHAPING OPERATIONS AT THE OPERATIONAL AND TACTICAL LEVEL

11-2. Shaping operations include attacks in depth to secure advantages for the decisive operation and to protect the force. Commanders conduct shaping operations by engaging enemy forces simultaneously throughout the AO. These attacks deny the enemy freedom of action and disrupt or destroy the coherence and tempo of his operations. Attacking enemy formations in depth destroys, delays, disrupts, or diverts enemy combat power. They may expose or create vulnerabilities for exploitation. Shaping operations are designed to achieve one or more of the following:

- Deceive the enemy.
- Destroy or fix enemy forces that could interfere with the decisive operation.
- Control terrain whose occupation by the enemy would hinder the decisive

- operation.
- Force the enemy to commit reserves prematurely or into an indecisive area.
- Reconnaissance and security operations.
- Passages of lines.
- Breaching operations.
- Unit movements that directly facilitate shaping and decisive operations.
- Operations by reserve forces before their commitment.
- Interdiction by ground and air movement and fires, singularly or in combination.
- Offensive information operations.

SHAPING OPERATIONS AT THE OPERATIONAL AND TACTICAL LEVEL OF THE ARMY AS A RECRUITING ELEMENT

11-3. Shaping operations in USAREC include activities that secure market dominance and position units to conduct effective decisive operations. Operations in USAREC are nonlinear and conducted in both contiguous and noncontiguous AOs. The size of a unit's AO is normally very large compared to the number of recruiters deployed. Shaping operations as in a traditional military operation are conducted throughout the AO, not just in the deep area. They include operations conducted in depth to secure advantages for the decisive operation and to position the force for mission box. In recruiting, prime examples of shaping operations are found in the schools program and the FSTP. Shaping operations achieve one or more of the following:

- Position the recruiting force.
- Eliminate risks that interfere with successful decisive operations.
- Identification of opportunities to provide military support for special events at colleges, high schools, and community-sponsored activities.
- Operations with contiguous recruiting units.
- Upstaging rival service events (i.e., US Marine Corps recruiter sets up a chin-up bar and Army recruiter sets up a rock-climbing wall).
- Unit movements and RS realignments through RMA (recruiter allocation) activities that directly facilitate shaping and decisive operations.
- ADSW opportunities for reserve forces in support of decisive operations.
- Expansion of market through interdiction of RSS assets, singularly or in combination.

11-4. The close battle in recruiting is the current RCM plus the remaining months in the current quarter. The deep battle is the remaining 9 months within the recruiting year beyond the current quarter. As time progresses, the relationship of the close and the deep battle remains fixed in regards to the current RCM. Figure 11-1 depicts the typical recruiting battle in relation to the close and deep battle. It also depicts the CLT and BLT focus from quarter to quarter. Examples of decisive, shaping, and sustaining operations are on the left while the responsible level of focus is on the right.

CHARACTERISTICS OF SHAPING OPERATIONS

11-5. Commanders direct shaping operations to support decisive operations. Commanders and leaders direct these operations as an intrinsic function of command and the art of operations. Shaping operations alone cannot assure success, but neglecting them can lead to mission failure. All operations capitalize on subordinate initiative, audacity, and the COP. All shaping operations must exhibit the following characteristics:

- **Executable.** Execute shaping operations at all levels with continuous feedback (AARs) up and down the chain of command. Leaders execute shaping

Conducting Recruiting Operations

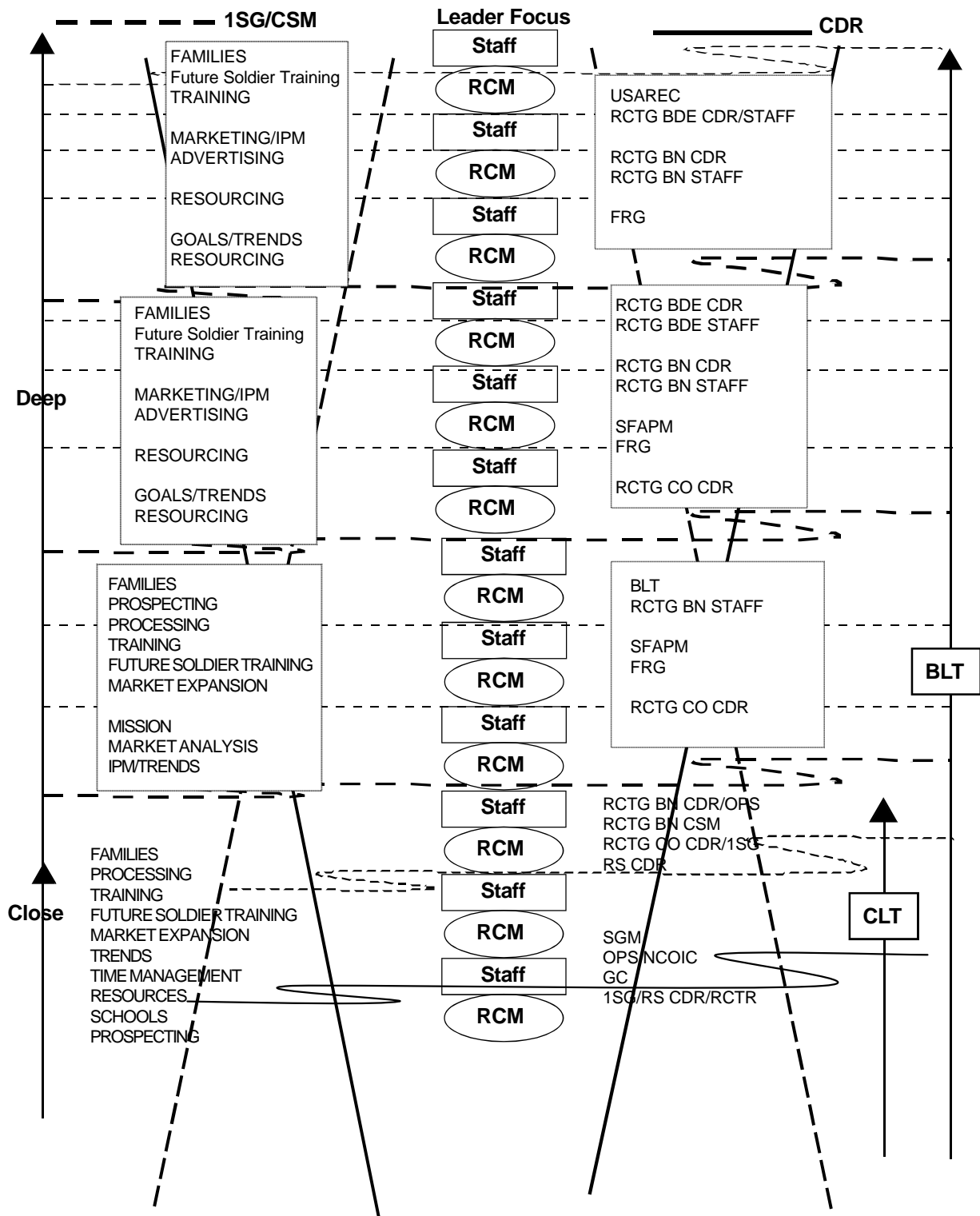


Figure 11-1. Typical Recruiting Battle

operations by directing and coordinating actions necessary to meet the commander's objectives. The execution phase starts with the dissemination of the plan, preparation of resources, and implementation of the orders. Adjustments are made during execution based on changing information used to formulate the plan and random, uncontrollable events take place in the recruiting environment. When leaders decide to deviate, they must consider impact on their ultimate system: The recruiter. The commander must maintain timing and synchronization of the ROS. The concept of operations must be:

- Capable of accomplishing the mission. A plan's prime characteristics is that it is *capable of accomplishing the planning objective*.
- Simple. Leaders must prepare clear, uncomplicated plans and clear, concise orders to ensure thorough understanding.
- Flexible. Plans must be flexible when supporting requirements in changing situations. They must anticipate the possibility of changes in the mission or tactical situation and the concept of operations must accommodate them.
- **Audacious (bold, audacious, decisive).** Audacity has always been a feature of successful shaping operations. More operations have been unsuccessful because of a lack of audacity than for any other reason. It takes courage to be audacious. Commanders must create an environment where their leaders and recruiters develop the courage to be audacious.
- **Efficient.** Commanders must employ economy of force to get maximum results from minimum resources.
- **Massed.** During the IPM process, commanders designate MAIs. Commanders must focus predominant power toward a clearly defined lucrative primary MAI. The commander cannot allow attainment of the objective (domination of the market), to be compromised by diversions to market areas of lower priority. In shaping operations, mass refers to massing of resources as well as the massing of information.
 - Massing of resources (recruiters, RSs, RSS assets, etc.).
 - Massing of information, soften the target area (before an event, APA can mass information on the target, S-6 can do an e-mail campaign, recruiters synchronize with P4 prospecting activities, and so on). Massing of information lays the groundwork for a successful shaping operation.

CONDUCT OF OPERATION

11-6. Shaping operations, like decisive operations, are characterized by aggressive initiative on the part of subordinate leaders and by rapid shifts in the main effort to take advantage of opportunities. Effective shaping operations depend on synchronization. Synchronization is the arrangement of recruiting activities in time, space, and purpose to produce maximum resources at the decisive point. Synchronization is both a process and a result. When commanders synchronize activities, they produce synchronized operations. As mentioned in chapter 4, commanders use the ROS to help them plan, synchronize, and execute the operation. Accounting for the ROS (intelligence, prospecting, processing, Future Soldiers, training, RSS, C4) systematically ensures all elements of the organization, to include the material and human resources, are focused on the operation and ready and able to accomplish the objectives of the shaping operation. What follows is a discussion of shaping operations in recruiting and how they relate to the ROS.

INTELLIGENCE

11-7. Commanders begin shaping operations by conducting an effective IPM and

using this information to shape the recruiting battlefield to attain or sustain market domination throughout the AO.

RMA (Recruiter Allocation)

11-8. Commanders may conduct a self-directed RMA annually for training and to enhance their understanding of their operational area. Each Rctg Bn conducts a total analysis of each RS and its composition, boundaries, schools, supporting population, and other various factors requiring analysis and consideration. Since commanders may conduct RMAs infrequently, they should implement a market analysis system to determine the appropriate recruiter structure for each local market and the correct positioning of RSs in those markets. This process will ensure commanders *see first*. As trends and precise information on the number of enlistments, measured against the associated market segments and demographics come into focus, it will become intuitively clear as to the *best* structure, locations, and recruiter strengths to position within each local market, and the best assets to use to penetrate and expand the identified market. The Rctg Cos and RSs must focus their efforts on these facets through the IPM, calendar, and planning meetings. There are many aspects to market analysis, one of which is the interpretation and analysis of the Market Share Report.

Market Share Report

11-9. The CLT must analyze each RS's AO with respect to how it compares to other services. Market share and market penetration are indicators of how the Army and other services fare. The information derived from this analysis should be used when missioning RSs. The Market Share Report in conjunction with a current RMA can be used to construct a market analysis of any Rctg Co and discover weak, mediocre, and strong RSs and areas.

Rctg Bn RMA

11-10. When a Rctg Bn conducts an RMA, the input and recommendations from the Rctg Cos and RSs are already in motion and based on an accurate picture of the market conditions requiring structure changes. As Sun Tzu would say, *We adapt our tactics to the enemy* (i.e., the market) *and make the enemy fight on our terms*. This means using as much of our current assets and existing structure and adapt recruiting operation strategies appropriately. Thus, when an RS's strength does need changing or repositioning, these moves are based on the current market conditions.

Mission Planning

11-11. Mission planning and processing from Rctg Bn to Rctg Co to RS. The commander's IPM analysis provides critical information that feeds into the mission process, such as identifying where highly qualified local areas are and what RSs they belong to, as well as what specific high schools are producing the most seniors for each of the DOD services. Commanders must assign mission based on market conditions for each RS. This brings the fair fight ideology into focus. RSs within a Rctg Co may appear homogeneous in aggregate, but each RS serves a segment of the Rctg Co's market. One RS's market segment may differ greatly from that of its neighboring RSs. Even within one RS, we might see big differences among the markets assigned to the recruiters. The mission process is oriented on this differentiation at the Rctg Co and the RS level, and each RS is given a mission that reflects its distinct market. Commanders must understand that a recruiting unit does not achieve mission box unless RA, USAR, and special missions are accomplished. Commanders

must ensure the mission is assigned through Rctg Co to the RS and maintain situational awareness of movement toward accomplishment. As mentioned earlier, mission can be used to gain access to markets otherwise closed to us with the use of ROTC, OCS, etc.

PROSPECTING

11-12. Prospecting efforts using a variety of lead sources are required to ensure total market penetration and domination and give maximum opportunity to contribute to success. LSA is used to drive prospecting across the entire spectrum of lead sources. Lead sources include but are not limited to college lists, high school lists, Joint Recruiting Advertising Program lists, members of the FSTP, automated lead refinement list, SASVAB, applicant referral, Internet, TAIR events, Unit Referral System, COIs, and VIPs. RS commanders should evaluate proficiency in relation to the specific source of lead for their recruiters. This analysis will provide the RS commander with an insight into the recruiter's strengths, weaknesses, and helps in the identification of skill gaps. The process enables the RS commander to fight the current battle with a plan utilizing the strengths of his recruiters while shaping the future by conducting training to improve his recruiters' weaknesses.

SRP

11-13. No other program shapes the recruiting battlefield and establishes conditions for the conduct of decisive operations more than the SRP. As discussed in chapter 10, the SRP provides timely information for use by commanders at all levels in managing the recruiting efforts of the field force in assigned schools. The SASVAB is a key element of the schools programs. This test is the most widely used aptitude test in the country and is offered through the DOD Student Testing Program to interested high schools and other educational institutions. The SASVAB provides the field recruiter with a source of prequalified leads and is used as a method to gain and maintain access to the school market. Aggressive followup on these leads has a definite impact on current decisive operations as well as shaping future recruiting operations. Commanders must provide the resources to enable a strong and active presence in the college, vo-tech, and high school market.

Area Posting

11-14. The process of posting an area to create awareness of recruiting programs in the marketplace and to support advertising efforts shapes the local market to enhance future decisive operations. This is accomplished by placing posters in storefronts, gathering points, and strategic locations within the AO as well as working the Internet.

Exploiting the Internet

11-15. Leaders leverage the Internet and e-mail capability to support shaping operations while staying focused on the current fight. Recruiters research Web sites, identify, and join chat rooms, discussion groups, and news groups that are popular in the recruiting area.

PROCESSING

11-16. The processing of applicants is a key enabler to successful decisive operations. Proactive leaders help their team by ensuring all potential applicants are accounted for by using ARISS tools: The Tested Not Enlisted Roster, the MET Log,

and the Processing List. By thoroughly screening these tools and asking pointed questions, leaders can effectively guide subordinates through the steps and either contract an applicant or change course to terminate the applicant's processing and proceed to quality targets. Additionally, the CLT and BLT review what happens to applicants at the MEPS. They discover the processed not enlisted or qualified not enlisted rate and help subordinates take action to remedy the situation. Various trends in processed not enlisted and qualified not enlisted rates determine coaching, mentoring, and training requirements.

FUTURE SOLDIERS

11-17. FSTP followup must be tackled aggressively. Recruiters and leaders communicate with Future Soldiers to maintain motivation, gather additional information about the Future Soldier, determine if any changes with the Future Soldier have occurred since enlisting, and to obtain referrals. RSs conduct decisive operations such as FSTP functions as shaping operations for other missions. These functions are scheduled well in advance, are thoroughly planned, and are well executed.

TRAINING

11-18. Training is a command responsibility and is the foundation from which all successful recruiting originates. Training should involve techniques of recruiting, but also serve as an opportunity to restore confidence and ignite enthusiasm. A properly executed training program as depicted by the sustainment training model in figure 11-2 is absolutely essential for success. Sustainment training on basic

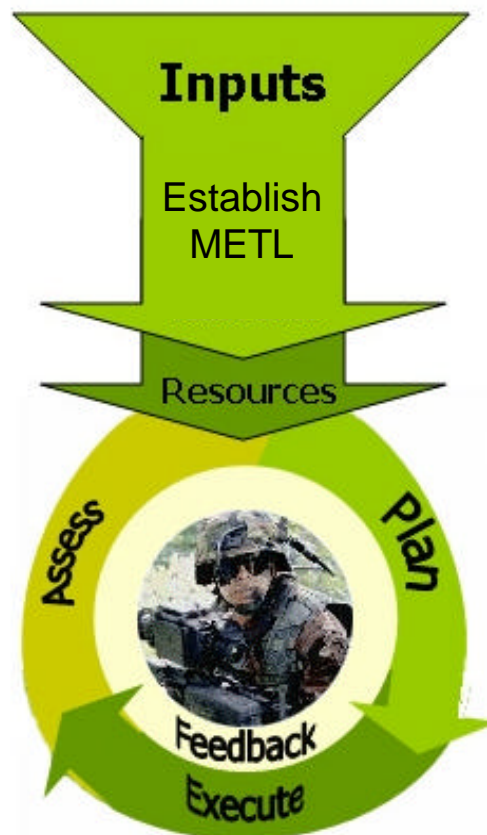


Figure 11-2. Sustainment Training Model

leadership techniques must be conducted regularly. All training is based on identified needs. The assessment of the skill gaps of the recruiter, RS commander, and Rctg Co is the most difficult part of training. However, there are a number of tools leaders use to conduct their assessment. First and foremost use personal observation. There is no substitute for being in the RSs and with recruiters. Second, analyze the MAP to provide significant clues to operational shortfalls. Third, review New Recruiter Handbooks, RS training folders, STAR records, and the Rctg Co METL to determine if there is a problem with how, when, and where prospecting occurs, a focused leadership problem, or a problem with followup. Once training weaknesses are identified, commanders must ensure training is conducted to develop these weaknesses into strengths, which will ensure success in future recruiting operations.

RSS

11-19. RSS includes marketing, partnership, and outreach activities. These shaping operations also include activities in depth, such as effectively using TAIR, ASB, educator tours, and Reserve Partnership Councils.

Marketing Campaign

11-20. The national television networks are the primary outlet through which the Army presents advertisements. Rctg Bde and Rctg Bn APA sections develop and implement local advertising campaigns that augment national Army advertising. The more information the recruiter, RS commander, and Rctg Co commander have about their market, the more specific they can be in requesting support from their Rctg Bn APA section. In this manner, local ads can be oriented on the information derived from the previously discussed IPM process. For example, a Rctg Co commander learns of an event that promises to bring together a large number of young people from the Rctg Co's target market. The commander can request support to attract this specific demographic. Commercial advertising is quite expensive, so commanders must carefully choose where to spend their limited advertising funds. In this example, the commander might employ a well-timed ad campaign directed at a specific segment of the population. Such a campaign can allow recruiters to reap real benefits. Commercial advertising is not the only answer or even the best answer. The high cost of advertising means commanders must use public affairs and public relations to complement or even replace advertising. Young Soldiers routinely come home on leave after having completed initial entry training. These Soldiers are familiar and trusted members of their communities, and they can deliver a very credible Army story. Likewise, returning veterans of Operation Iraqi Freedom and Operation Enduring Freedom can add an important dimension to recruiting efforts in their hometowns.

RPC

11-21. RPC is a forum for resolving issues at the Rctg Bn and supported United States Army Regional Support Command, and at the Rctg Bde and the numbered armies in the continental United States. Common areas of interest that are addressed are the automated USAREC and USAR Unit Referral Program, USAR Recruit Quota System Vacancy System, advertising support, location of recruiters, market analysis in relation to the Troop Action Program, discussion of relative priorities for unit recruiting, reservists enlisting in the active component, and recruiting for hard-to-fill unit vacancies to name a few. An effective RPC can improve communication and improve relationships which ultimately not only affect current decisive operations but also shape future recruiting operations.

Outreach Activities

11-22. Outreach activities such as educator tours are provided to Army installations to educators and other COIs to improve their knowledge of Army education and training opportunities. They also support the recruiting field force by improving recruiter access to postsecondary institutions and high schools. They also improve the potential to produce grad I-III A and hi-grad accessions. Finally they solicit support from educator/centers of influence to improve access to schools, obtain directory information, schedule the SASVAB, and refer potential prospects to local Army recruiters. Tours are resources that must be focused on those places and markets that need attention. Participants must be key influencers such as counselors and teachers who can testify as to the quality of Army educational benefits and technical training. An efficiently executed tour can have a lasting impact on future recruiting operations.

Combat Multipliers

11-23. Commanders must develop their combat multipliers: COIs, guidance counselors, VIPs, TPU members, Veterans of Foreign Wars, etc. Civilian community support is an important aspect of recruiting. Recruiters and commanders alike should be actively involved in the civilian community. Key community leaders can be very helpful in creating a good atmosphere for local Army recruiters. Employment of these resources (combat multipliers) is an effective means to ensure future success while also affecting current decisive operations. Guidance counselors and business, civic, and local government leaders have the ability to provide active support of our efforts to tell the Army story. Commanders must troop lead RS commanders to plan for and obtain maximum use of each combat multiplier. These assets will not normally be used or if used will not be used wisely unless the commander is actively involved in the planning and execution.

Promotional Events

11-24. Major Army commands, field operating agencies, the Army National Guard, and the USAR participate by furnishing equipment and personnel as requested by USAREC to participate in recurring and continued promotional events which enhance attainment of the total Army recruiting mission. TAIR is directed toward events which fall into two basic categories. The primary objective is to provide prospects to the recruiter with a secondary objective of Army awareness. Both objectives impact on decisive, shaping, and sustaining recruiting operations.

11-25. ASB provides exhibits such as the cinema pod, cinema van, adventure van, the USAPT (Golden Knights), and the AMU to support the recruiter on the ground. These exhibits and demonstrations add excitement to the Army story, help penetrate markets and generate leads for recruiters. All of these impact on shaping the market for future recruiting operations.

C4

11-26. Commanders recognize that unless they envision and direct operations designed to shape future operations, they may lose the advantage gained through the aggressive execution of decisive operations. One key method of controlling this is through the enforcement of contact milestones; milestones for the construction and contact of high school lists, currently in high school lists, and grad lists are listed in USAREC regulations. The attainment of these milestones ensures all levels of the command remain focused on the SRP and enables success in the future grad

market. This shaping operation also provides focus on effects that create the conditions for successful decisive operations.

CONCLUSION

11-27. Shaping operations are conducted at any echelon to create and preserve conditions for the success of decisive operations. In combat operations, shaping operations are conducted by engaging the enemy simultaneously at multiple levels throughout the AO. Successful decisive operations in USAREC also require effective shaping operations to create and preserve the conditions required for success. As in combat situations, operations in USAREC are conducted throughout the AO to secure advantages for the decisive operation. Schools programs and Future Soldier programs are examples of these shaping operations in the recruiting environment. Shaping and decisive operations share a common trait. They require aggressive initiative by commanders and rapid shifts to take advantage of opportunities. Conducting an IPM is the commander's first step in developing shaping operations. The RMA is one of the key components of this initial analysis. It provides an overall picture of each RS, population, market density, competition, and other factors requiring interpretation. The commander's IPM provides a critical link to the missioning process. The information identifies market opportunities from RS to RS, allowing commanders the ability to position the mission where the greatest chance for success exists. Another important part of the commander's IPM is a thorough LSA. This allows commanders to drive prospecting across all of the market, targeting and exploiting the most effective. While all of the individual parts of the IPM are critical, the schools program, more than any single component, is the key to shaping the recruiting battlefield and establishing the conditions for decisive operations.

Chapter 12

Sustaining Operations

If your job is to fix trucks, the bottom line is how many trucks you fix. The combat Army has a totally different ethic: Accomplish your mission and take care of your men.

COL Harry Summers

GEN Norman Schwarzkopf upon his retirement, told a story of meals ready to eat (MREs). One might have a difficult time relating MREs to sustaining operations, but he did not. GEN Schwarzkopf tells of the number of MREs transported to the theater of operations for Desert Shield/Desert Storm. Not of trucks full or planes full, but that the number of MREs moved by the Transportation Command was enough to go from his headquarters to the moon and back, a few times. Recruiting leaders are not asked to move mountains, they are asked to move hearts and minds, while prospecting, processing, and sustaining those who have committed to serving our Nation. Recruiting leaders must have a plan to accomplish their mission.

12-1. Sustainment is a central, potentially decisive aspect of operations, not an adjunct to them. It is as important to success as any other part of the commander's operational plan. To meet the sustainment challenge, commanders must grasp both the operational and logistical possibilities and limitations of their situations. The most successful commanders have been those who pressed their operations to the very limit of their sustaining power, but not one step further.

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12-2. Sustaining operations at any echelon enable shaping and decisive operations by providing support. Force generation includes training, educating, and retaining highly qualified Soldiers. Sustainment includes force generation and management activities that ensure the long-term viability of the force. Sustaining operations focus on preparing all phases of the campaign. While sustaining operations are inseparable from decisive and shaping operations, they are not decisive themselves.

SUSTAINING OPERATIONS AT THE OPERATIONAL AND TACTICAL LEVEL

12-3. Sustainment is equally vital to success at both the operational and tactical levels of war. Campaigns will often be limited in their design, scope, and execution by the support structure and resources within a theater of war. Almost as commonly, major operations or even entire campaigns, may be conducted to destroy or defend

those same logistical supply lines. Operational maneuver and the exploitation of tactical success will often be dependent on the force's sustainment capability.

12-4. At the tactical level, a unit's flexibility, its ability to maneuver or to mass fires extensively, and its capacity for prolonged operations will all rely heavily on its sustainment system. Sustaining operations create conditions for executing an attack suddenly, violently, and efficiently. More important, they help preserve freedom of action as one operation or phase ends and maintains momentum.

SUSTAINING OPERATIONS IN USAREC

12-5. Every level of command within USAREC conducts sustaining operations and provides resources and logistics for recruiting operations. Logistics estimates are an integral part of every commander's decisionmaking process. When planning recruiting operations, commanders must consider the impact of the more common RSS functions such as:

- **Technical support and maintenance.** Keep computers including associated peripherals, cell phones, and Government vehicles in an operational condition, return it to service if repairs are required, or update or upgrade its capability if necessary.
- **Supply.** This includes vouchers for transportation of applicants, real estate, and office supplies required to equip and sustain recruiting forces.
- **Human resources support.** Provide support needed for manning the force, to include personnel support and services to Soldiers, their families, DA civilians and contractors to include morale, welfare, and recreation.
- **Marketing, partnerships, and outreach.**
- **Financial management operations.** Financial management operations provide finance services and resource management services to commanders.
- **Chaplain support.** Each Rctg Bde has a ministry team assigned to provide support to operations as directed by the Rctg Bde commander. This can include spiritual care, counseling, marriage counseling, and suicide prevention counseling and training.
- **Legal support.** Each Rctg Bde has a legal team consisting of lawyers, NCOs, and paralegals to provide advice in military justice, international law, administrative law, civil law, and legal assistance in support of the command and sustainment of operations.

12-6. The RSS consists of many interrelated functions, all of which have a decided impact on and enable the success of recruiting operations whether they are decisive, shaping, or sustaining. More information and a detailed discussion of each can be found in chapter 5.

CHARACTERISTICS OF SUSTAINING OPERATIONS

12-7. As outlined in chapter 10, commanders integrate operational and RSS planning through the COP. They require timely RSS information to plan effectively. Staffs assist commanders by determining detailed RSS requirements during mission analysis. Parallel planning among staffs develops RSS plans that provide enough support to generate the requisite combat power for each phase of the sustaining operation. If the operation is phased, the RSS plan anticipates requirements by phase; RSS operators respond to adjustments commanders make during execution. All sustaining operations exhibit the following characteristics:

- **Executable.** Commanders maximize the use of limited resources by establishing RSS priorities and directing priorities of support. Staffs then

develop a concept that meets the commander's intent and planning guidance. In developing the concept of RSS, they ensure that it is executable, responsive, and flexible enough to accommodate changes in the situation.

- **Capable of accomplishing the mission.** Sustainability is the ability to maintain continuous support during all phases of operations. RSS planners determine requirements over time and synchronize the delivery of resources throughout the operation.
- **Simple.** Commanders should avoid complexity in both their planning and execution of sustaining operations. Mission orders, rehearsals, and
- **Flexible.** The key to flexibility lies in the ability to adapt RSS structures and procedures to changing situations, missions, and concepts of operations. RSS plans and operations must be flexible enough to achieve both responsiveness and economy of force. The commander's decision to exploit an opportunity, prepare for future decisive or shaping operations, or continue current operations may alter RSS priorities.

12-8. Responsiveness is the crucial characteristic of RSS. It means providing the right support in the right place at the right time. Responsiveness includes the ability to foresee operational requirements. It involves identifying, accumulating, and maintaining the minimum assets, capabilities, and information necessary to meet support requirements.

12-9. RSS is an enabling operation that ensures conditions are established which ensure shaping and decisive operations are conducted at the time and place the commander requires. Commanders lay the groundwork to seize the initiative, maintain momentum, and exploit success by combining and balancing mission and RSS requirements.

12-10. Resources are always limited. Economy means providing the most efficient support to accomplish the mission. Commanders consider economy in prioritizing and allocating resources. Economy reflects the reality of resource shortfalls, while recognizing the inevitable friction and uncertainty of recruiting operations.

12-11. During sustaining operations, commanders ensure sufficient resources are provided to weight the main effort while shaping future operations by conducting economy of force in support of other operations.

CONDUCT OF SUSTAINING OPERATIONS

12-12. Planning, managing, and executing support involves synchronizing and integrating RSS functions. Integration consists of synchronizing RSS operations with all aspects of the ROS. The concept of operations achieves this through a thorough understanding of the commander's intent and synchronization of the RSS plan. What follows is a discussion of typical sustaining operations in recruiting and how they relate to the ROS.

SYNCHRONIZATION OF INTELLIGENCE

12-13. *The right information, in the right place, in the right format, at the right time* is instrumental to sustaining any operational success. Commanders must develop a comprehensive information resource management (IRM) strategy. An effective IRM strategy provides the following benefits:

- Identifies gaps and duplication of information.
- Clarifies roles and responsibilities of owners and users of information.

- Actively supports the commander's decisionmaking process with quality information.

12-14. The G-6 or S-6 information management specialist is the key player in the development and execution of the commander's IRM program. The information management specialist at Rctg Bn and Rctg Bde are also instrumental in maintaining the command's ARISS. This system is instrumental in providing *the right information, in the right place, in the right format, at the right time* which enables recruiters and leaders to more effectively perform their mission. Commanders must encourage a sharing culture. Information acquires value when turned into intelligence. Raw information needs interpretation, discussion, and analysis by the staffs at every command level. The sharing of information and the offering different perspectives is a hallmark of a successful learning organization.

FUTURE SOLDIERS

12-15. An effective sponsorship program welcoming Future Soldiers will make a smooth transition for them and their families to an environment that is totally alien. Sponsorship is the first step in the Family and Soldier Readiness System. This system addresses the state of preparedness of the Army family through proactive education and support programs that promote self-reliance and enhance family well-being. It is a proven fact that self-reliant families who are prepared to function independently enable the success of Soldiers. It is a good idea to incorporate Army Family Team Building into FSTP development.

12-16. FSTP functions also ensure the preparedness of the Future Soldier. These functions must be designed to keep the Future Soldier motivated and willing to provide referrals. The recruiter can execute functions with just a few Future Soldiers. A small function, organized by a single recruiter, should include only a few Soldiers at a time. Large FSTP events in a rural marketplace can be logistical intensive for the recruiter and will require leadership support.

TRAINING

12-17. The development of an effective sustainment training program is a key component to maintaining competency in those critical skills necessary to maintain success in recruiting. Commanders must use both centralized and decentralized training. Centralized training maintains focus on the mission by reducing planning and execution resources. Decentralized training allows flexibility to focus training on individual strengths and weaknesses. Additional time must be allowed for retraining tasks performed below standards.

SYNCHRONIZATION OF STAFF

12-18. The following staff elements conduct some elements of marketing, partnership, and outreach:

- **G-2 and S-2.** The G-2 and S-2 provide timely and accurate market analysis reports, which are essential for the recruiting force to sustain mission success. The recruiting force must have accurate reports to ensure prospecting plans can be created to attack MOO.
- **G-5 and S-5.** USAAC manages all national advertising campaigns for Army programs, including the "Army of One" campaign. Rctg Bdes and Rctg Bns have budgets for local advertising campaigns directed at specific market segments. Rctg Bde and Rctg Bn APA staffs plan local APA activities to support mission requirements and the commander's assessment of the market. APA (sometimes called the S-5) runs the Command Informa-

tion Program, MSB and TAIR activities, and plan and support community relations events. The APA chief is actively involved in the targeting cell synchronization process at Rctg Bde and Rctg Bn levels.

- **ESS.** The mission of the ESS is to communicate Army training and education opportunities to the civilian education community and assist the recruiting force by gaining, maintaining, and improving access to the Nation's high school and college students. The job involves good public relation skills and a working knowledge of educational theories, principles, and procedures at the secondary and postsecondary level. In order to achieve the mission the ESS must spend a good deal of time out in the schools, working with and assisting the recruiting field force. The objective is to establish and maintain a good working relationship with the schools which will enable the recruiter to sustain an effective SRP. Additionally, the ESS can assist recruiters and their families in achieving their educational goals.

12-19. Sustaining operations are as important as any other part of the commander's operational plan. They enable shaping and decisive operations by providing support. Sustainment includes force generation and management activities that ensure the long-term viability of the force. At the tactical level, a unit's flexibility to maneuver or to mass fires extensively, and its capacity for prolonged operations and operations in depth will all rely heavily on its sustainment system. In USAREC every level of command conducts sustaining operations and provides resources and logistics for recruiting operations. Commanders must consider the effect of the most common RSS functions when planning recruiting operations. Staff elements assist commanders by determining detailed RSS requirements during mission analysis. All sustaining operations share key components. They must be executable, capable, simple, flexible, and possess continuity. In addition, economy of force and the principle of mass must be included in planning. Planning, managing, and executing support involves synchronizing and integrating RSS functions. Integration is accomplished by synchronizing RSS operations with all components of the ROS. Staffs, directed by commanders provide estimates that examine support for operational missions and requirements. RSS estimates provide a detailed and realistic picture of available RSS assets, their capabilities and options for employment. The RSS estimates are then utilized in the formation and development of RSS plans.

C4

12-20. Commanders direct their staffs to provide estimates that examine the support provided to operational missions and requirements. RSS estimates provide a comprehensive and meaningful picture of RSS assets, their capabilities, and options for employment. Personnel and RSS estimates are used to develop RSS plans. Commanders require their staffs to express RSS capabilities and their implications in operationally significant terms. Commanders state their requirements to their staffs in a manner that achieves shared understanding and facilitates the development and execution of plans, culminating in the success of the sustaining operation.

CONCLUSION

12-21. Sustaining operations are as important as any other part of the commander's operational plan. They enable shaping and decisive operations by providing support. Sustainment includes force generation and management activities that ensure the long-term viability of the force. At the tactical level, a unit's flexibility to maneuver or to mass fires extensively, and its capacity for prolonged operations and operations in depth will all rely heavily on its sustainment system. In USAREC every

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PART FOUR

An Army of One

Part Four discusses the Army in the community and the telling of an Army story through:

- The Recruiter: The face of our Army.
- Telling an Army story, An Army of One.

Chapter 13 describes the recruiter as the face of our Army. Even right outside the gate of an Army installation, the Army recruiter is the one visiting the parents of the Future Soldier, talking to America's youth about duty, honor, and selfless service.

Chapter 14 describes the telling of an Army story, An Army of One. How national and local advertising impact the target market and the recruiter's ability to motivate and lead a prospective civilian to be responsible enough to become a prospective Future Soldier. Prospecting avenues and storytelling resources are covered in this chapter as well. Topics covered in detail include:

- Leadership.
 - Counseling.
 - Prospecting.
 - Use of technologies.
 - Care of Future Soldiers.
-

Chapter 13

The Recruiter: The Face of Our Army

Soldiers represent all that is good about America.

SMA Kenneth Preston
13th Sergeant Major of the Army

13-1. No element of the Army has a closer relationship with the American community than USAREC. In cities and towns across America, even those with military installations nearby, the recruiter is the face of our Army. Army recruiters live next door to *other* Americans with their families, visit prospects and their parents in their homes, and are a regular presence in every high school in America. In most communities—urban, suburban, and rural—the recruiter *is the face of our Army*.

The choice of Noncommissioned Officers is an object of the greatest importance. The order and discipline of a regiment depends so much on their behavior, that too much care cannot be taken in preferring none to that trust but those who by their merit and good conduct are entitled to it. Honesty, sobriety, and a remarkable attention to every point of duty, with a neatness in their dress, are indispensable requirements.

Regulations for the Order and
Discipline of the Troops of the
United States
1779
GEN Von Stueben

THE PROFESSIONAL

13-2. This highly visible interaction places a heavy responsibility on recruiters and their leaders. Members of USAREC live in a fishbowl, their conduct examined continuously, and appearance speaking volumes about not only them, but about the uniformed service they represent. The American people justifiably look to their military to be skilled in the technical aspects of the profession of arms

and to be trustworthy men and women of honor, character, and integrity. The Army offers incredible opportunities to Americans, enlistment incentives abound. Yet, the personal example of the recruiter remains the single most influential factor in a young man's or woman's decision to enlist. Through the recruiter, America's youth see the individual strength of the Soldier through the Army of One story and the possibilities for them.

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THE RECRUITER AS A LEADER

13-3. We cannot *sell* the Army because no American will *buy* the Army. Service to one's country, putting one's life on the line to defend its very freedom, and the Ameri-

can values we all hold dear is not a concept to which we can attach cash value. Therefore, a prospective Future Soldier probably will not respond warmly to an appeal based solely on some tangible value model. Money for college and cash incentives may offer reasons for a second look at Army service, but first we must appeal to the heart.

13-4. Thus we cannot think of USAREC as a sales organization. First and last, recruiters are leaders. The recruiter will never succeed in this command, or for that matter in any other Soldier role, without a firm mastery of leadership skills. Recruiters demonstrate the personal strengths (mental, physical, and emotional toughness) required to be successful in any endeavor.

American Soldiers, possessed of a fierce warrior ethos and spirit, fight in close combat, dominate key assets and terrain, decisively end conflicts, control the move of people, protect resource flows, and maintain post-conflict stability.

**Our Army at War –
Relevant & Ready**

13-5. Cash incentives alone do not motivate Future Soldiers to enlist. Research tells us today's youth do not respond to *canned sales pitches*. Young people do respond, however, to the urgent, personal appeal of a recruiter whose character and behavior embody the Soldier's creed. They respond, as Americans have always responded, to leadership. They respect and follow a Soldier who every day demonstrates the warrior ethos. People respond to a leader who truly cares about them. Successful Army recruiters lead prospects to a decision to enlist by applying their skills as a leader, mentor, and coach. Young men and women enlist because they trust and respect their recruiter and aspire to follow their example.

13-6. The Soldier remains the indispensable part of our Nation's defense. Without Soldiers, there is no Army. And where do these Soldiers come from? They come from those urban and rural neighborhoods, large and small, where Army recruiters live and work. Soldiers leave behind their comfortable homes and temporarily set aside their personal plans to put on the Army uniform to help protect their country from her enemies. They do this because someone, an Army recruiter, helped them understand the necessity, the value, and the honor of performing selfless service as a Soldier.

13-7. The Army's ability to close with and destroy the Nation's enemies depends directly on having the men and women it needs to carry out the mission. Thus, the recruiter and the entire command are not merely sideline players, they are key members of the Army team. Before the Army can deploy a combat-ready unit, it must first train and equip Soldiers. Before we can train and equip Soldiers, the recruiter must find qualified men and women and lead them to a decision to enlist. Thus the recruiter holds the key to providing and maintaining the strength of the Army. This leadership process often takes time to develop the credibility and trust Americans require before making a commitment of this magnitude.

13-8. The Soldier detailed to USAREC has been given an awesome responsibility. They become the face of the Army in America's hometown. Recruiting duty will challenge the recruiter's leadership skills in ways no other assignment can match. Recruiting duty will offer unique and intangible rewards. Each day the interpersonal skills and transformational leadership practiced by recruiters will directly contribute to honing the leadership skills of the recruiter that will make them a more valuable asset to any command and unit within the Army. Recruiters will find this assignment requires a deep and personal commitment from them, their leaders, and even their families.

13-9. When all of the planning and analyzing is complete, the success of recruiting operations rests on the shoulders of individual Soldiers. The recruiters assigned throughout the country, whether in small towns, or large cities are the final key component to accomplishing the mission. Our market may be interested in speaking with recruiters based on incentives and national advertising efforts, but they enlist because of the relationship they build with their recruiter. The leadership and personal example of the recruiter are the single most influential factors influencing the young man or woman considering military service. The Army's ability to engage and destroy the Nation's enemies relies directly on young men and women volunteering to serve in the country's defense. The interpersonal skills and leadership recruiters demonstrate daily are the key factors in young men's and women's decision to serve.

Chapter 14

Telling an Army Story - An Army of One

Tell the Army Story so that the Army's relevance and direction are clearly understood and supported.

The Way Ahead: Our Army at War

THE ARMY STORY

14-1. What is the Army story and how is it told? The Army story is a story of brave patriots who went to war and won our Nation's freedom from England. It is the story of warriors who held the Union together in the Civil War. It is the story of ordinary men and women who did extraordinary things to preserve freedom through two world wars, along with conflicts in Korea, Vietnam, Grenada, Bosnia, and the Persian Gulf. Today, it is the story of twenty-first century members of the *millennial generation*, so-called *echo-boomers*, going into battle against a new enemy, in a war with an end we cannot foretell. The Army story consists of personal experiences of each Soldier in our Army of One.

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14-2. There are many ways to tell the Army story. We tell the Army story by advertising in print and broadcast media. We respond to e-mail inquiries from young people who visit our Web page. Recruiters chat with prospects via instant messaging. Telling the Army story is a Rctg Co commander addressing a Rotary Club meeting; it is putting the Army logo on a race car. A Soldier tells the Army story when he wears his uniform to a place of worship and tells his neighbors that yes, I am proud to be a Soldier.

14-3. A wrinkled, white-haired veteran tells the Army story by speaking openly about fear, courage, and leadership for a *docudrama* about World War II. We tell the Army story when we display the Army's skills by deploying the USAPT (Golden Knights) and the AMU. Telling the Army story is an Army band conducting a clinic with students from a college or high school.

14-4. Every tactic we use to tell the Army story serves a purpose. Yet, at the end of the day, the most effective, the most decisive, voice telling the Army story is that of the Soldier who wears the Army Recruiter Badge. The recruiter working face-to-face with a prospective Future Soldier has the most immediate and most effective impact on mission success.

14-5. Telling the Army story is not USAREC's mission alone, it is a responsibility of the Total Army. The Army owes it to the American people to tell them who we are, why we do it, and where we are going. The American people support the Army with their tax dollars but are committed to the Army when their sons and daughters join the ranks. They deserve to understand the urgent business in which we are engaged. The American people need to understand that we are a Nation at war, in a war unlike any experienced in our Nation's history. We must also deliver the very clear message that today's Army is relevant and ready to fulfill its mission.

LEADERSHIP COUNSELING AND RECRUITING

14-6. Leadership skills are as important in recruiting as in any other Army activity. One important role of any leader is that of counselor, and we can easily see how developmental counseling plays a vital part in the recruiter's work.

14-7. Every recruiter has been involved in developmental counseling to some degree throughout their careers. Soldiers new to USAREC bring varying degrees of supervisory experience, and that experience usually includes some involvement in mentoring subordinates through teaching, coaching, and counseling. The new recruiter will find interviewing a young prospective Future Soldier has many parallels to counseling a subordinate Soldier. Table 14-1 list these parallels.

Table 14-1
Correlation Between the Army Interview and Developmental Counseling

Purpose: Clearly define the purpose of the counseling.	The recruiter explains up front why the prospective Future Soldier should meet to discuss his future and how the Army might fit into those plans.
Flexibility: Fit the counseling style to the character of each subordinate and to the relationship desired.	The recruiter must learn as much as possible about the prospect and tailor the interview to fit the individual.
Respect: View subordinates as unique, complex individuals, each with a distinct set of values, beliefs, and attitudes.	Recruiters must gain respect through establishing credibility and trust. Likewise, the recruiter must always respect the prospect's values, beliefs, and attitudes and show the prospect how Army values complement and support those of the prospect.
Communication: Establish open, two-way communication with subordinates using spoken language, nonverbal actions, gestures, and body language. Effective counselors listen more than they speak.	Recruiting interviews require open two-way communication between the recruiter and the prospect. The recruiter must actively listen to what the prospect has to say.
Support: Encourage subordinates through actions while guiding them through their problems.	The recruiter skillfully guides and leads the prospect toward a plan of action that will help him or her achieve goals and solve problems by enlisting in the Army.

NOTE: From FM 22-100, figure C-1. The correlation between the Army interview and developmental counseling cannot be overstated.

14-8. Ultimately, the purpose of the Army interview should assist a young person in establishing a near-term or intermediate goal or clarify their already established personal goals. Then, it should demonstrate how the Army is a viable path toward accomplishing those goals while being a part of something much bigger than any one person.

THE RECRUITER'S FIVE CRITICAL TASKS

14-9. Perhaps the greatest satisfaction a recruiter will experience is seeing a young man or woman depart to BT a civilian and later return as a proud Soldier. When a new Soldier in his new uniform walks proudly into the RS, shakes his recruiter's hand and says, *Thank you*, the recruiter knows that the challenges he faces every day are worth the effort. Before recruiters can experience that satisfaction, they must engage in certain important activities. These activities are the five critical tasks:

- Prospecting.
- Interviewing and counseling.
- Processing applicants.
- Maintaining Future Soldiers.
- Following up.

PROSPECTING

14-10. Before recruiters can interview a prospective Future Soldier, they must find someone to talk with. Finding people to speak with starts with prospecting. There are essentially four ways to prospect. In the command, we have developed a kind of shorthand to refer to the four methods:

- **P1 - Prospecting by telephone.** The telephone is a highly effective and efficient recruiting tool. Recruiters develop lists from a variety of sources. Primary sources of prospects are our local colleges and high schools. Recruiters use their current and past year school lists to call students and recent graduates to seek opportunities for interviews.
- **P2 - Prospecting by referrals.** Referral prospecting is the most effective prospective approach. Referrals come from Future Soldiers, COIs, VIPs, parents, educators, members of the USAR or National Guard, as well as many other sources.
- **P3 - Prospecting face-to-face.** Recruiters normally possess a list of prospects that they visit in person. Advanced interpersonal communications skills are paramount to successful face-to-face prospecting.
- **P4 - Prospecting via the Internet.** The Internet (Web sites, chat rooms, and e-mail) offers a wealth of prospecting opportunities. USAREC provides recruiters valuable exposure via a Web site, www.goarmy.com. Prospective Future Soldiers can request information about Army opportunities via e-mail and chat rooms. It is in these chat rooms where they communicate in real time directly with an Army recruiter.

INTERVIEWING AND COUNSELING

14-11. The interview is where recruiters apply their leadership skills directly, face-to-face with a young man or woman. The interviewee is not a subordinate, and certainly the recruiter does not have military authority over this person. Recruiters cannot lead or counsel young civilians the same way they deal with a subordinate Soldier. Nonetheless, the prospect is a person who has certain ideas about his future. The interview is the recruiter's opportunity to lead and motivate that person to make a decision about Army service. Many interviews are the beginning of a relationship fostered on credibility and trust. Quite often, this relationship takes considerable time to develop.

14-12. Leadership is all about giving purpose, direction, and motivation. The first challenge for the recruiter is to establish a relationship of trust with the prospective Future Soldier. Prospects will never share their true self with a recruiter unless they feel they can trust the recruiter. This is where the recruiter must demonstrate strong moral character through behavior. Very likely, the prospect knows a little about the recruiter through contacts with friends, family members, and classmates. It is well for a recruiter to talk about duty, loyalty, and selfless service; but recruiters must also live these values and demonstrate them through their behavior both on-duty and off-duty. The prospect will trust a recruiter who embodies the Army values.

14-13. The successful Army recruiter must be a transformational leader as described in FM 22-100. To paraphrase the field manual, transformational leadership *transforms* prospects by challenging them to rise above their immediate needs and self-interests. The recruiter must empower, excite, and mentally stimulate the young person. Most importantly, recruiters must have the courage to communicate their intent. That is, they must make it clear that their intent, their expectation, is that the prospect will choose to enlist. However, they must also let prospects know that ultimately the decision is theirs. The prospect is free to say yes or no, and not every prospect will say yes, no matter how effective and persuasive the recruiter.

14-14. The laptop computer every recruiter employs is a modern technological tool. When used appropriately, it assists recruiters in communicating their Army of One story. However, it is the dynamic application of interpersonal skills, as practiced by Soldiers, that makes the critical difference, engenders commitment, and propels the youth of America to join the Army of One team. The RWS stores information about Army programs and allows recruiters to present information to reinforce their message during counseling with a prospective Future Soldier. However, the RWS can never replace or substitute for the recruiter. In the hands of a skillful recruiter, the RWS becomes an effective tool to reinforce and enhance an interview. But, it is the recruiter who looks the prospect in the eye and challenges him to set aside personal desires, to leave behind the comfort and safety of home to put on the Army uniform. The RWS cannot help a young person identify their strengths or weaknesses, set goals, or develop and implement a plan of action. No machine can teach, coach, motivate, or inspire the way the recruiter can and must do.

PROCESSING APPLICANTS

14-15. Processing applicants is everything we do from the moment the prospective Future Soldier agrees to process for enlistment to the moment he takes the oath. Processing begins with collecting personal information to establish eligibility. The applicant provides documents to verify his age, citizenship, education, and marital and dependency status. The recruiter screens the applicant's medical history and asks about any history of law violations. When required, the recruiter collects medical records and checks with law enforcement agencies and courts.

14-16. The recruiter's character and integrity are never more important than during this process. The recruiter must never compromise his integrity. He must never be afraid to ask tough and honest questions, and he must never conspire to conceal information that might disqualify an applicant. The recruiter's ultimate goal is to enlist a Future Soldier who he would welcome in his squad, team, section, etc.

14-17. All this information and supporting documents go to the MEPS, normally by electronic means. The recruiter uses the RWS to transmit the applicant's application packet via ARISS. At MEPS, the applicant undergoes a medical examination to determine his physical qualifications. Then a GC works one-on-one with the qualified

applicant to match the applicant's abilities and desires with the Army's needs. The applicant and the GC agree on an enlistment program. Next the applicant goes for a final security interview and then takes the oath of enlistment. At that moment, the applicant becomes a member of the FSTP.

MAINTAINING FUTURE SOLDIERS

14-18. The recruiter's responsibility for a Future Soldier does not end when the new member enters the FSTP. In some ways, the really tough work begins now. For as long as the new member remains in the FSTP, his recruiter must maintain regular contact with the Future Soldier.

14-19. To a degree, these requirements reflect a common sense approach to maintaining a pool of Future Soldiers. No supervisor, Soldier, or civilian employee can afford to ignore his subordinates. Future Soldiers are the recruiter's subordinates and the recruiter owes them the same kind of leadership he would give any other subordinate.

14-20. The FSTP is a preparation program where the recruiter leads the Future Soldier through preparation for BT. Most training is voluntary. However, the recruiter must ensure the Future Soldier is physically qualified to ship. The longer the Future Soldier remains in the FSTP, the more actively the recruiter must remain engaged with the individual. While in the FSTP, individuals will be exposed to influences and additional information that may change their personal goals or undermine their commitment to the Army. Therefore, it is imperative the recruiter be aware of subtle changes in the Future Soldier's behavior and constantly remind the Future Soldier of his goals and how the Army will help him accomplish them. Recruiters must also reinforce the value of service to the Nation, how the Army will strengthen them mentally, physically, and emotionally to face any future challenge.

14-21. The Army will never utilize its legal means to enforce the commitment the Future Soldier made. While they wait to enter AD, Future Soldiers continue to interact with the people who influence their behavior. Teachers, family member, boy-friends, girlfriends, employers, and other influencers can sometimes persuade the Future Soldier to reconsider his decision to enlist. Here is where regular, honest counseling can help avoid a loss of commitment. If the FSTP accomplishes nothing else, it helps reinforce the Future Soldier's commitment to the Army. The recruiter who does not engage actively and regularly with his Future Soldiers runs the very real risk of losing them to other interests and has walked away from his obligations as a leader.

14-22. Recruiters must know not only their Future Soldiers, but the other people who form their circle of influencers. The wise recruiter also understands that Future Soldiers are an excellent source of referrals. Every Future Soldier knows other young people who share their interests and values. If the Future Soldier trusts the recruiter, he will not hesitate to recommend Army service to his friends. The recruiter may be the only adult in the life of a young applicant who will help him establish a goal and build a map to accomplish that goal. The recruiter's actions and demonstrated values, character, and honesty, while using our leadership based approach to the market will inspire confidence and respect. This will cause the potential Soldier to tell his Army story and be more likely to provide a referral, even if he does not enlist.

FOLLOWING UP

14-23. Maintaining Future Soldiers is obviously one form of following up. However, the wise recruiter also follows up on other contacts. Relationships grow sour or stale

without regular attention. The recruiter must maintain contact with people on their list of COIs and VIPs. Prospective Future Soldiers absolutely require followup. The person who sat for an interview, listened to the Army Story, but finally declined the recruiter's appeal may have had second thoughts weeks or months later. People's circumstances change. It is not unusual for a person to decide to enlist many weeks or even months after an initial counseling interview.

CONCLUSION

14-24. The Army story is told in many ways. It is described in history books and classrooms describing past wars and victories. It is also told at Veterans Day celebrations by grizzled old men and women relating stories of honor and heroism displayed in past wars. Recruiters in communities across the country are sometimes the most important communicators of the Army story. People who otherwise only see commercials or newsclips for their version of the Army story are exposed to a real part of the Army. The recruiter's influence on not just the young people in our market, but Americans in general cannot be underestimated.

Appendix A

Mission Accomplishment Plan

BACKGROUND

A-1. Currently the MAP is generated through ARISS, and as long as minimal information has been uploaded properly, the plan will automatically be generated for the unit concerned. However, there are numerous reasons why the leadership, from RS commander through the CG USAREC, must understand the processes being performed for them at the macro level.

- The MAP is generated through pure mathematical science. USAREC is composed of people, and its people need to “buy into” the MAP concept if a commander hopes to accomplish it. A commander who can’t explain why requirements are increasing will be unable to convince subordinates that the new requirements must be met. Never before has finesse been so important. Subordinates can achieve every step of the MAP and not only fail to achieve the mission, but in so doing, drive up the requirements for future months. The MAP will alert commanders when this is taking place and this appendix will point out where commanders go to detect problems, and what to do to correct them.
- While the MAP will lay out what must be done to achieve the mission, knowing what the numbers mean, being able to analyze them, and knowing what to do about them isn’t a computer-based function. Without knowing how the plan was formulated commanders can’t hope to take the right corrective action.
- The nuances of the MAP are powerful tools when used properly. The information generated from the Top of the System is a bare bones approach to determining requirements, but the analysis of the data is where commanders will get the biggest payoff. But again, commanders who don’t understand the MAP will be unable to analyze it.

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A-2. This appendix is a complete dissection of the MAP and includes all the pearls of wisdom a commander needs to use it to achieve the mission. The first step however, is one of faith. Commanders must believe in the market, that the RMA has provided them an equitable zone from which to recruit. If they don’t believe their zone will support the mission, all the interviews in the world won’t make a difference. They must also believe that the MAP will show them an accurate picture of what needs to

happen. Later in the appendix there will be some tests of the system commanders can use to validate the data to gain the faith they need. These same tests can be shared with subordinates to improve “buy in.”

A-3. The MAP is a historical-based tool that “maps” what a recruiter and all higher echelons must accomplish, if all things remain equal, to achieve the mission. It serves as a compass to keep the force on track. It takes into account the normal time delay between initial contact with an individual and ultimate enlistment, and also allows for the planning of when work must be accomplished to achieve enlistments at desired times.

A-4. In successful units, the MAP does not constitute the work requirements for recruiters. The reason for this is that in successful units, prospecting is a routine event that results in achievements that surpass MAP requirements. The two main purposes of the MAP, therefore, are to provide an early warning when an element of the process is not working properly and to identify training and leadership needs. Commanders avoid speaking of the MAP as the sole requirements that the unit must achieve.

MAP CONVENTIONS

A-5. Some conventions of the MAP include:

- An understanding that enlistments do not occur in a single day. That is, the recruiter does not make and conduct an appointment and then process the person for enlistment all in the same day. Processing time, from appointment made to enlistment, we call “flash to bang” time and it varies by situation. For example, a prospect may walk into an RS ready to enlist because of family tradition. If that person does not require administrative waivers, they can be enlisted rather quickly. On the other hand, first time contact with a high school senior with no previous interest in the Army may need weeks or months to enlist.
- The MAP is based on an average time of 14 days between appointment made and enlistment. These 14 days are sufficient (on average) to achieve contact, conduct the Army interview, and complete processing (to include local waivers), etc. It is by no means a hard-and-fast rule, as stipulated above.
- On the RA side, the MAP is designed to capture and track enlistments from the nonprior service (NPS) market and only those from the upper mental categories (I-III A). Not tracked are enlistments from lower mental categories, nongraduates or nonseniors, and PS. The reason for this is to make the process as simple as possible. Including all categories would make the plan too cumbersome and difficult to analyze. Furthermore, past experience shows that a recruiting force almost entirely focused on the quality market generates the needed volume mission simultaneously. NPS I-III A enlistments require the most prospecting to achieve, and recruiters prospecting sufficiently to achieve them will normally contact enough people to achieve the “Other” (OTH) mission as well. On the USAR side, NPS I-III A and PS data is tracked. Both these categories on the USAR side of the house are critical. USAR recruiters have additional PS lists from which to recruit, so tracking them separately is a manageable task. Not tracked on the USAR side are nongraduates and nonseniors as well as lower mental category graduates and seniors. Again, the USAR recruiter, focused on the I-III A and PS markets, will also generate the OTH mission required for success.

CONVERSION DATA

A-6. The MAP begins with conversion data. Conversion data is the average number of appointments made, Army interviews conducted, persons tested, the number who pass, the number of persons who take a physical, the number who pass the physical, and the number who process at the MEPS to gain a single enlistment. We separate MAP data for the RA by graduates (including high school graduates and those with higher education) and high school seniors. We separate USAR data by GC (graduates, seniors, and juniors) and PS.

A-7. Accurate conversion data takes time to develop. As a result, reliable conversion data consists of a minimum of 90 days worth of achievements. This allows the recruiter the time to make enough appointments to establish a reasonable base for determining conversion. Typically, when 90 days of data is unavailable, recruiters or units use the conversion data of the next higher level until they establish their own. In this way, recruiters and their leaders can see how well new recruiters are performing in relation to their peers. The information helps leaders design training programs to address skill gaps.

A-8. Accomplishments are collected monthly and are maintained over a 12-month period. These 12 months gives commanders a picture of the seasonality that may play a part in their markets. Some months may be better for graduates or better for seniors, and commanders will want to use this information for planning purposes. A space to identify the FY is provided since this rolling 12 months will represent data that crosses two FYs. For example, the month just completed would represent the current FY, while the upcoming month's data would represent what occurred during the same month the previous FY. Figure A-1 shows the collection of 12 months of conversion data.

NOTE: While formats change from time to time, the data collected remains the same. The following diagrams contain the relevant information used to collect MAP information, though at the time of this reading, may not exactly appear as on the formats generated on ARISS or by HQ USAREC.

RSM & YR	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		ENLISTMENT	
	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR
JAN FY ____	35	47	27	35	7	6	4	3	3	2	2	2
FEB FY ____	41	44	35	33	8	8	4	4	4	4	3	3
MAR FY ____	33	45	28	34	6	7	3	4	3	3	3	3
APR FY ____	37	53	33	45	5	8	3	4	3	2	2	2
MAY FY ____	34	48	28	39	9	10	5	5	3	4	3	3
JUN FY ____	42	46	36	41	7	8	4	4	4	3	3	2
JUL FY ____	45	48	39	39	4	6	2	3	2	3	1	3
AUG FY ____	11	57	33	44	7	8	4	4	3	3	2	3
SEP FY ____	38	52	31	42	5	9	3	5	2	4	2	3
OCT FY ____	46	62	38	54	10	11	5	6	4	4	4	3
NOV FY ____	31	58	25	41	9	8	5	4	5	3	5	3
DEC FY ____	35	59	30	39	7	6	4	3	3	3	2	2
ROLLING 12-MONTH TOTAL												
	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		ENLISTMENT	
	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR
TOTAL	425	619	383	486	84	95	46	49	39	38	32	32

Figure A-1. Collection of Conversion Data Over a 12-Month Period

A-9. There is no such thing as typical conversion data. Experience level, world affairs, the market, leadership traits, training programs, skills, and other issues all impact conversion data. Conversion data is nothing more than the average activity (as stated above) to achieve an enlistment. An example of an RS's 12-month conversion data is shown in figure A-2. This conversion data is compiled by simply dividing the total appointments made by the number of enlistments achieved, the total appointments conducted by enlistments, etc.

	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		ENLISTMENT	
	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR
TOTAL	13.3	19.3	12	15.2	2.6	3	1.4	1.5	1.2	1.2	1	1

Figure A-2. Rolling 12-Month Conversion Data

MAP PREPARATION

A-10. Using conversion data to establish a monthly MAP is generally a matter of planning and simple mathematics. Figure A-3 shows the general MAP design. Figure A-3 is located at the end of this appendix.

NOTE: As stated earlier, while the MAP at figure A-3 may not exactly represent the format generated by ARISS or HQ USAREC, it contains the necessary elements to demonstrate how it is compiled and used.

A-11. The top portion of the MAP defines the prospecting weeks. The top line indicates the number of days in each prospecting week, followed by the percentage of the month that those days represent.

A-12. As stated earlier, since 14 days of prospecting are generally required to generate an enlistment, prospecting for the current RCM commences 2 weeks before the RCM begins. These 2 weeks are designated T-2 and T-1. Using a USAREC calendar (published annually), commanders can determine what the prospecting weeks are for the upcoming RCM. They must also determine whether the upcoming RCM is a 4- or 5-week month. Prospecting weeks are Monday through Friday. Commanders note the weeks with the heaviest percentage of prospecting and use that information when deciding contract placement. Expecting the heaviest amount of enlistments to follow directly after the fewest available prospecting days is unrealistic. However, seasoned commanders are also aware of enlistments in the system that are or will be carried over to the upcoming RCM, which may enable a slightly heavier contract placement in the early weeks of the RCM.

A-13. Beneath the test blocks, a space is provided for commanders to document the processing days of the upcoming RCM. Processing weeks are Tuesday through Monday. For the purposes of the MAP, processing includes test, test pass, floor, and enlistment. Processing weeks coincide with the reception station weeks, and also coincide with USAREC's overall accession mission months, which begin on Tuesday and end on Monday.

A-14. Once all the requisite dates are complete, commanders can analyze the information before building the MAP:

- Noting weeks with holidays that will impact prospecting.
- Noting weeks with holidays and MEPS closures that will impact processing.
- Comparing the MAP and the synchronization matrix, noting upcoming events that will impact the unit's ability to prospect and/or process.

A-15. Once a commander has a clear visualization of how the RCM will proceed, they begin the process of “mapping” out their success. In the bottom portion of the MAP, starting from the far right and moving left, commanders document the mission, by category. They next document the number of known or anticipated losses, which combined with the mission, specify the contracts required to achieve the mission. That information is entered into the following block. Once these blocks are completed, simple mathematics comes into play.

A-16. At this point a commander must determine which conversion data to use. The 12 months depicted is not the only choice a commander has. Some other choices include:

- Determining that the seasonality factor for the upcoming month is significant enough to warrant using the conversion data from only the like month from the previous FY. This might mean increasing prospecting so that enough appointments are generated to compensate for the lack of enlistments the previous FY.
- Determining that the previous quarter's conversion data is a more accurate reflection of the unit's capability due to a seasoned field force not represented in the 12-month rollout.
- Any other combination of conversion data can also be used, but the intent should never be to find the lowest. The intent must always be to find the most accurate unit conversion for the situation.

A-17. Using the conversion data established, the commander:

- Multiplies the mission by the Appointment Made ratio. This defines the number of new appointments that must be generated in the upcoming RCM. The conversion data in figure A-4 for grads shows a conversion rate of 13.2 (again, meaning it takes the unit 13.2 appointments made in the grad market to produce a single grad I-III A enlistment). If the unit's requirements are for five GAs, the commander multiplies 5 times 13.2 for a total grad Appointments Made requirement of 66. Sixty-six new graduate appointments for the upcoming RCM becomes the commander's “die in place” requirement.
- Using the Appointment Conducted ratio below of 12 multiplied by the mission of five establishes the requirement to conduct 60 of the appointments that the unit makes.
- Completes the same process for Test, Test Passed, and Floor.
- Completes the same process for all blocks for the SR mission, FS losses, and subsequent conversion data requirements.

APPT MADE	APPT COND	TEST	TEST PASSED	FLOOR	ENLISTMENT RQD	FS LOSS	MISSION	CAT
13.2:1	12:1	2.6:1	1.4:1	1.2:1	GA	1	4	GA
66	60	13	7	6	5			SR
:1	:1	:1	:1	:1	SR			OTH

NOTE: This figure illustrates conversion data that is part of the computation when done manually.

Figure A-4. Bottom Portion of a MAP

A-18. Once requirements are established, commanders document totals along the right side of the form as an easy method of tracking weekly progress against the monthly requirement. Commanders then determine the best strategy for breaking them into weekly requirements. Perhaps the simplest is to use the prospecting day/percentage at the top of the plan to accomplish the majority of the prospecting work

when the majority of the prospecting time is available. Simply multiply the appointment made requirement (66 using the example above) by the percentage of the prospecting month each week represents (25 percent shown in fig A-5) for a total of 16.5 new appointments per week. Since requirements are based on historical data, no rounding is done at this phase. Figure A-5 shows how commanders make slight adjustments to calculations so that the weekly requirements exactly equal monthly requirements.

<u>5/25%</u> WEEK T-2	<u>5/25%</u> WEEK T-1	<u>5/25%</u> WEEK 1	<u>5/25%</u> WEEK 2	<u>5/25%</u> WEEK 3	<u>5/25%</u> WEEK 4	<u>5/25%</u> WEEK 5
GRAD SR	GRAD SR	GRAD SR	GRAD SR	GRAD SR		
17	17	16	16			66

Figure A-5. Top Portion of a MAP

A-19. Figure A-6 represents a 4-week month. Weeks three and four represent T-2 and T-1 for the follow-on RCM, so there are no prospecting requirements in those blocks.

A-20. Commanders then document the processing weeks on the lines beneath the test blocks, again realizing that processing weeks commence 2 weeks following the beginning of prospecting (see fig A-6).

		<u>13-</u>	<u>20-</u>		
Processing Week Dates		29/24%	26/24%	27-3/23%	4-10/29%
FLOOR	REQ				
	ACH				
ENLIST	REQ				
	ACH				
Contract Placement Guide					

Figure A-6. Example of a 4-Week Month Calendar

A-21. Commanders next determine contract placement based on the percentage of processing days available within the weeks of the RCM. Using the processing week percentage, multiplied by the floor, and then the contract totals, contract placement is determined. At this point, since numbers are substantially smaller than those used for made and conduct, more leadership is required to effectively plan how enlistments will occur during the month.

A-22. Commanders must temper their desire to start the month strong with the realization that the work of making and conducting Army interviews, followed by testing, must have been accomplished in the required numbers to support contract placement. Carryover from the previous month may allow commanders some flexibility, but since the plan is being formulated weeks in advance, this flexibility is marginal.

PREIMPLEMENTATION REVIEW

A-23. Once the MAP has been constructed, commanders make a final review of the following to ensure the MAP represents a workable plan:

- Prospecting and processing dates must be in harmony with the synchronization matrix.
- Heavy prospecting weeks feeding into light processing weeks may impact contract placement. An example is when T-2 has five prospecting days available, but week one of the RCM has a MEPS training day and a USAREC holiday, providing limited processing opportunities (as few as 3 days). Such situations have little effect on RSs, but the impact at Rctg Co level and higher can be critical unless leaders plan for it.
- Heavy processing days at the end of the RCM cannot be relied upon, especially when conversion from floor to enlistment may be an identified weakness. Suppose most of the applicants scheduled to floor the last week are from a unit that has a poor floor conversion rate. Many of those applicants likely will not enlist in the current RCM. While this may help “jump-start” the next RCM, it will likely be at the expense of this month’s mission.
- Finally, and perhaps more importantly, the unit’s MAP must be supported by lower echelon. For example, a requirement in the Rctg Co MAP to make 100 appointments will never be achieved if the sum of all RS MAPs only require 75.
- Leaves, school dates, etc., especially at lower echelons, greatly impact the commander’s ability to achieve the mission. Contract placement and prospecting requirements must take these hindrances into consideration. A school order of merit list, a thoughtful leave plan, and a clear picture of arrivals and departures is critical.

CONVERSION DATA ANALYSIS

A-24. Begin by reviewing the anomalies shown in the information listed in figure A-1, issues that commanders routinely face. Success will depend on the timely identification of these anomalies to determine if leadership or skill gaps are represented and the subsequent, timely action taken to address them.

- Looking at figure A-1, consider that seasonality may be a factor. In the spring some prospects may be hesitant to make commitments pending acceptance to secondary schools or perhaps awaiting word on the “ideal” job. Commanders must be sure that each person from conduct through floor has been adequately followed up so that when decision points are met, Army recruiters will be there to participate. Assuming that seasonality is the root cause of sluggish performance is counterproductive. Commanders must assume that each person interviewed wants to enlist in the Army until that person tells the recruiter they don’t. With that mindset, commanders are tenacious in enforcing timely followup.
- However, seasonality need not be a factor. By reviewing conversion data to identify the months that were lean last FY, and taking action in the month preceding it to stimulate prospecting, a unit can enter a formerly lean month with additional people in the system to achieve the mission. Again, this will be a difficult sell to the field force for units who prospect only to fulfill MAP requirements.
- In RCM August the RS (shown in fig A-1) only made 11 appointments with high school graduates, roughly a third of its normal performance. If a commander makes this discovery after the month is over, the mission is lost. Daily assessment and evaluation of accomplishments allows commanders to see when the force must be redirected or reenergized. Barring catastrophic

recruiter losses, a drop of this magnitude can only be explained as a fundamental leadership breakdown. Another possibility exists. Perhaps the RS achieved its MAP requirement and simply stood down from prospecting. We could attribute some of these grad enlistments to an increase in walk-ins or call-ins. Nonetheless, the unit lost enlistments. On average the RS made 37.6 grad appointments per month. We get this average by dividing the number of appointments made over 11 months by 11. (We disregard August as an anomaly.) By this measure, the RS fell 26 grad appointments short of the mark. The RS's grad conversion rate is 13.3:1, which means the RS lost two enlistments.

- If conversion data becomes unrealistic, many units "renorm" the data to achievable levels. However renorming carries risks. When requirements are lowered, the ability of the unit to achieve the mission is reduced unless intense training and leadership can generate enlistments from reduced recruiter or unit activity. Secondly, a reduction in requirements sometimes causes leaders to lose visibility with a systemic problem. Any reduction in requirements must not distract the commander from providing the needed training to solve the problem. Unrealistic conversion data is also generally a result of failed leadership or training over an extended period. Commanders who take the appropriate action at the first sign of conversion increases, eliminate climbs that make the data unrealistic. Once conversion data is allowed to become unrealistic, it will take a considerable time for a recruiter's or unit's conversion data to become accurate again. All the while confidence in the MAP deteriorates to the point that it becomes an ineffective tool pending renorming.
- Garbage in, garbage out. The need for recruiters to accurately enter prospect records into ARISS cannot be overemphasized. Coding applicants as graduates who subsequently are discovered to be nongraduates raises requirements in the RS. The same holds true for high school seniors. Further, the quality of prospecting sessions and interviews must be high at all times. Making appointments with suspected no-shows or with unqualified persons again raises recruiter and unit conversion data (requirements). Recruiters' prospecting should never have the sole purpose of making an appointment. Recruiters should instead be spending each quality prospecting session searching for qualified people they feel they can enlist into the Army, and they must do so with the understanding that unless they find these people in the numbers dictated by the MAP, they will likely fail. Not everyone who will ultimately agree to an appointment should be scheduled for an interview. Unless the recruiter believes that based on what the prospect said, and how they said it, they have a good chance of convincing them to enlist, they should forgo the appointment and find a better prospect. Pushing a prospect into an appointment (to satisfy the leadership's call for making appointments) is simple but rarely results in an enlistment.
- Like all plans, the MAP must remain fluid. Many elements of the plan cannot be controlled. Taking the right action at the right time is essential to continued success. People, not numbers, make the process work and commanders always make their Soldiers' well-being the first consideration. Prospecting should be a methodical, everyday occurrence, not a disjointed series of wind sprints.
- Commanders must hold each recruiter, each RS, and each Rctg Co responsible for their year to date mission. A seven-RS Rctg Co can succeed for a time with two failing RSs and four overproducing RSs. Sooner or later disaster will strike. The market drives the mission, and overproducing RSs will stumble eventually. When this point arrives, and if the leader has not fixed the two struggling RSs, the Rctg Co will fail.

USAREC MILESTONES

A-25. Knowing what a recruiter or unit does on average is only a first step in identifying skill gaps and conducting mission planning. Knowing what the command determines as milestones for recruiters and units is the next. USAREC milestones define what should happen on average. Without this information, units may waste opportunities using outdated prospecting, interviewing, counseling, and training skills, never realizing that they are investing more time and resources to accomplish what other units do with less. The inability to achieve USAREC milestones is a skill gap indicator. USAREC has determined that:

- Seventy-five percent of appointments made should be conducted.
- Thirty-six percent of appointments conducted should test.
- Fifty percent of those testing should pass (score 50 or higher on the ASVAB).
- Eighty-three percent of those passing the test should floor (process).
- Eighty percent of those that floor should enlist.

A-26. In raw numbers, USAREC's conversion data for 100 new appointments is displayed in figure A-7.

USAREC conversion of 100 new appointments					
AM	AC	T	TP	F	E
100	75	27	13.5	11.2	8

Figure A-7. Funnel Benchmarks

CHOKEPOINTS

A-27. Stoppages between processing stages are called chokepoints. When the activity in one stage is sufficient to generate activity in the next, but the expected activity does not develop, commanders must determine whether leadership or recruiting skills are the root cause, and then take action. For example, if a unit normally converts 68 percent of appointments made to appointments conducted, in any given week if the percentage drops significantly, to 60 percent let's say, commanders, through the AAR process, determine where the weak link is and oversee the necessary course corrections. Commanders analyze their unit's ability to meet or exceed milestones and focus their training on improving performance in the specified areas. To do this, they track their unit's performance against USAREC milestones, as well as the performance of their subordinate units. Figure A-8 shows a modified conversion data chart identifying the percentages represented by the data as well as the USAREC milestone.

ROLLING 12-MONTH CONVERSION DATA												
	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		ENLISTMENT	
	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR
TOTAL	13.3	19.3	12.0	15.2	2.6	3.0	1.4	1.5	1.2	1.2	1	1
			90%	79%	22%	20%	55%	52%	85%	78%	82%	84%
			Made to Conduct		Conduct to Test		Test to Pass		Pass to Floor		Floor to Enlistment	
USAREC Milestone			75%		36%		50%		83%		80%	

Figure A-8. Modified Conversion Data Chart

A-28. With conversion data, compared against the USAREC milestones, identifying skill gaps is much simpler. To cover only a few of the available examples depicted in figure A-8:

- Notice that 90 percent of grad appointments made are conducted, much higher than the USAREC milestone. A commander's first thought must be to determine whether the 90 percent is meaningful by reviewing the raw data. In this case, it is 90 percent of 425 appointments made, 425 being a very significant number. If it had been 90 percent of only 50 appointments, the significance may or may not be apparent. Commanders always look beyond the percentage figures to the actual numbers. Next, there must be assurance that the information is accurate. When a recruiter or unit reports an accomplishment that greatly exceeds the milestone, commanders verify the accuracy of the data, because if the information is indeed accurate, everyone should be trained on the methodology used to obtain the improved level of conversion consistently. If inaccurate, commanders who identify it early can take the steps to avoid increasing conversion data. The longer the inaccuracy is allowed to continue, the greater the negative effect on conversion data.
- The 90 percent, while it looks good from made to conduct, also makes the next hurdle even more distressing. Against a milestone of 36 percent conduct to test, this RS is only testing 22 percent of the grads they conduct, while conducting a percentage of appointments that is much higher than average RSs in the command. The 20 percent conduct to test for high school seniors strengthens the fact that the unit has a training issue that must immediately be addressed. In fact, a training plan that corrects this single shortfall (conduct to test) could have a tremendous positive impact on the RS's performance, without increasing the workload at the recruiter level.

CONVERSION DATA AS AN ANALYSIS TOOL

A-29. Another way to use conversion data is to determine the activity at one level that should have occurred based on the activity in the previous level. For example, using conversion rates, by dividing the number of appointments conducted required to accomplish the mission by the appointments made required, an RS commander can determine what percentage of appointments made result in appointments conducted. Let's look at the example in figure A-9:

Conversion Data					
AM	AC	T	P	F	C
17	14	6	3	2	1
	82%	43%	50%	75%	50%
	M-C	C-T	T-P	P-F	F-C

Figure A-9. Conversion Data

- Historically, 82 percent of appointments made in the RS result in a conduct (14 divided by 17 = 0.82). At any time of the month, the commander can determine whether more conducts should have been completed using this information. This is a powerful tool during the AAR process because knowing what should have happened based on the hard prospecting work already performed, commanders can energize the field force to followup instead of generating a new batch of interviews, which in turn would drive up conversion data.

- The deeper into the process, the more profound the information becomes. If, for example, the middle of the month has arrived and the unit has yet to produce an enlistment, the commander can use the same information to determine what should have already happened. Again using figure A-4, if the unit has made 52 appointments, using the 82 percent established earlier, the commander can determine that there should have been 42.6 conducts already completed. If not the commander determines which subordinate unit is responsible for the decline and personally becomes involved in the followup of all no-shows.
- Another example is to determine the enlistments that should have occurred already at any given point in the month. Again, using the conversion data in figure A-4, conversion from made to contract is 1 to 17. One divided by 17 = 5.8 percent, which means that 5.8 percent of the unit's appointments made result in an enlistment. Using the earlier example of 52 appointments made, the commander can determine that three people ($52 \times .058 = 3.06$) should have already enlisted or be at a point near the end of the processing cycle. If the unit has not yet achieved three or more enlistments, the commander can direct followup on prospects who have been interviewed and who have passed the test or the physical. Aggressive followup can identify "waiting enlistments."

A-30. Using conversion data in this way gives commanders a solid approach to improving performance without continually asking for more appointments. Merely asking for more appointments will only drive up conversion data.

VALIDATING CONVERSION DATA

A-31. To validate a unit's conversion data (the test alluded to in para A-2) the commander determines the unit's current conversion data and then "tests" the percentages against the last completed month's achievements, or any previous month's achievements. The following examples again use the conversion data in figure A-9:

- At a Rctg Co level, the numbers are much higher. Assuming that the unit conducted 367 interviews, then it should have enlisted 26 people ($1 \text{ divided by } 14 = .07, .07 \times 367 = 26$). In most cases the results will be understandably uncanny. If the unit did not achieve the 26 enlistments, the commander knows that the enlistments are out there, waiting for the right followup. The leadership credibility gained by directing recruiters to the exact processing issues needed to increase production, without increasing prospecting, is highly valuable.
- For the sake of clarity, another example would be to determine the number of testers the unit's conducts should have generated. Six testers divided by 14 conducts = .428, 367 conducts $\times .428 = 157$ testers. Again, if the testers did not develop, more appointments aren't necessarily the answer. Recontacting the people conducted but not testing is likely a more productive COA.
- Commanders can perform these computations at any point in the process. It fundamentally changes what the leadership is looking for, and focuses the field force on meeting the milestones USAREC has established.

TROUBLESHOOTING

A-32. When a recruiter's or unit's performance is below the USAREC average, or a unit has yet to achieve the milestone in any area of the process, use the following to determine possible areas requiring training and leadership:

- Made to conduct shortfalls.
 - Not enough interest created during prospecting. Recruiters must be genuinely enthusiastic when speaking to prospects, and they must center their attention on the prospect's needs, goals, and desires.
 - Poor followup. Too much time between the time the appointment was made and then conducted (more than 72 hours increases no-show rate). People are busy and scheduling interviews may not be a high priority. The sooner the interview occurs following the initial contact the better the chance of conducting it.
 - Attempting to conduct an Army interview over the telephone. The Army interview is lengthy and (we hope) charged with purpose and emotion. It is virtually impossible to conduct an effective interview over the telephone.
 - Making the appointment just for the sake of satisfying a requirement. Recruiters can easily lose focus on the deep battle when they think they have multiple enlistments pending processing.
 - Failure to confirm the time and place of appointment. Nothing says, "I wasn't listening" more than for a recruiter to show up at the wrong place or to show up at the wrong time. Once this occurs, rapport is all the more difficult to establish and maintain.
 - Not verifying that the prospect has transportation to and from the appointment. Expecting a person, especially a student, to have the financial resources to travel any great distance to see an Army recruiter is unrealistic.
 - Scheduling all appointments to be conducted in the RS rather than going to the prospect. While the recruiter is generally more comfortable in the RS, the prospect may not be. Appointments should be conducted where the prospect will feel most comfortable.
 - Failure to confirm the appointment. A call the evening prior to the appointment may reveal that the prospect has no intention of showing up, or may be having transportation problems or needs a schedule change. This eliminates wasted time.
- Where to look for made to conduct shortages.
 - Use the "create a list" option in the RS commander's ARISS to view the prospecting of individual recruiters within the RS. Commanders are looking for patterns that show a recruiter is systematically prospecting from all lead lists, and not just doing what is necessary to get an appointment.
 - LRLs. Validate that the appointments made were "good appointments" as a result of methodical prospecting. One or two calls resulting in an appointment might indicate a recruiter was striving only for the appointment needed to satisfy MAP requirements.
 - Contact history on ARISS. Was there a factfinding prospecting session conducted, a firm appointment established, transportation accounted for, etc.
 - The processing list. Is the RS commander accepting weak appointments? Is followup being overseen? Is the RS commander aware of the shortfall?
- Conduct to test shortfalls.
 - Not getting a commitment. Did the recruiter ask the prospect to enlist? Some recruiters will do outstanding interviews but assume the prospect won't be interested. They simply don't ask.
 - Not conducting a complete Army interview. Rapport, determining the prospect's needs and interests, and telling the Army story in a way that the prospect can visualize accomplishing those goals, are all vital to gaining a commitment to enlist.

- Not satisfying the prospect's needs, but rather presenting information the recruiter felt was important. Sometimes recruiters develop a habit of presenting programs (like the ACF) to people that have no interest in it, simply because the recruiter always presents the ACF, or perhaps because the recruiter never determined what was important to the prospect. The recruiter must lead prospects to reveal their emotional reasons to enlist, through effective communication, listening, and counseling.
- Not handling objections and issues. No recruiter can satisfy every objection to enlisting. Not every prospect will agree to enlist. Recruiters who employ proper developmental counseling techniques can help the prospect see the advantages of enlisting outweigh their objections.
- Poor followup. Before a recruiter departs an interview, they must have either a date and time for the test, a date and time for completing the enlistment paperwork, or a date and time for the next face-to-face meeting. Any other COA will place the recruiter in a "chase" mode while some prospects will be in a "hide" mode.
- Poor prequalification. Many a recruiter has wasted valuable time testing an applicant who is not qualified because of easily identified medical or other reasons.
- The prospect is being pushed by an influencer to enlist and the recruiter has not identified the prospect's real intentions. Parents will literally drag their children into an RS with the expectation that the Army will enlist them, despite their child's personal wishes. Recruiters must determine where the motivation to enlist is coming from by dealing personally with the prospect, not just the influencer.
- The prospect was shopping and never intended to go any further than gathering information. This falls squarely on the RS commander. The RS commander must personally interview everyone prior to processing and eliminate window shoppers.
- Where to look for conduct to test shortfalls.
 - Contact history in ARISS. Is a complete interview reflected? Is follow-up adequate? Did the recruiter get a firm commitment?
 - Processing list. Does the RS commander enforce followup requirements? Was an AAR conducted between the recruiter and RS commander to determine validity of the interview and a detailed followup plan established?
- Test to pass shortfalls. Not administering the preenlistment screening test (for those not already test qualified). A recruiter should always administer the screening test to a prospect or potential applicant unless they know without a doubt they will score high enough on the ASVAB to enlist. A recruiter continuing this practice spends countless hours following up with people (chasing) who are not qualified, which has a dramatic effect on the unit's ability to achieve the mission.
- Taking shortcuts on the preenlistment screening test. Some recruiters have developed homemade tests that fail to provide accurate information. A recruiter may have conducted an interview at a time when only a few minutes were available for the interview. A complete interview, including administering the screening test will take well over an hour. Recruiters should not schedule an appointment unless there will be enough time to conduct an effective interview. Leaders can look for test-to-pass shortfalls as follows:
 - ARISS, Applicant Screening. Was the screening test performed?
 - ARISS and planning guide. Was enough time given to conduct the interview? Was adequate followup conducted?
 - Processing list. Does the RS commander track screening test scores?

Does he enforce followup requirements? Does the RS commander require a screening test before allowing a prospect or applicant to test?

NOTE: College preparatory test scores (American College Test, Scholastic Assessment Test, Preliminary Scholastic Aptitude Test, etc.,) can substitute for the pre-enlistment screening test.

- Test pass to floor shortfalls.
 - Convincing a prospect to take the test when the prospect has made it clear he has no intention to enlist.
 - Poor Army interview techniques.
 - Failing to simply ask the prospect to join the Army.
 - Poor followup. Too much time from the applicant's test date to physical.
- Where to look for pass to floor shortages.
 - Processing list. Is the RS commander personally involved with each applicant once they move to test? Is adequate followup being directed? Is the RS commander directing the processing of each applicant in the system? Is the RS getting the support they need from S-3 for waivers, exceptions to policy, and so on.
 - Is the recruiter following up? Were the prospect's needs, goals, and desires addressed during the interview? Has the recruiter spoken with the prospect's influencers (parents, educators)?
- Floor to enlist shortfalls.
 - Poor applicant screening resulting in an administrative error (failed to obtain medical documents, police checks, test score conversions, etc.).
 - Poor processing brief (advising the applicant to refrain from alcohol use, wear appropriate clothes, take eyeglasses, this is an all-day event, etc.). Poor applicant preparation can result in a dejected, unhappy applicant who may choose another service.
 - Failure to administer the drug and alcohol test at the RS.
 - Poor Army interview techniques.
 - Failing to get a commitment from the prospect, relying instead on the Army GC to "finish the interview."
- Where to look for floor to enlist shortfalls - processing list. Did the RS commander personally interview the applicant before allowing processing to continue. The RS commander's interview should cover the following:
 - Verify qualifications.
 - Verify the recruiter conducted a complete Army interview.
 - That objections and questions have been addressed.
 - That the applicant has realistic expectations regarding MOS availability, incentives eligibility, and so on.

NOTE: GC and MEPS practices and procedures may also negatively impact floor conversion. Floor losses must receive command attention to determine at which level action and/or training is needed. Commanders must ensure that applicants are not being turned away from processing as a disciplinary measure for an ill-prepared recruiter. Once an applicant hits the floor, every effort must be made by the GC shop and S-3 to enlist them, or many will never return to complete processing. There are more ways of correcting poor recruiter performance than requiring a Future Soldier to return another day for processing.

A-33. The above chokepoint indicators are not inclusive, but they are sufficient to point commanders in the right direction. Notice that the Army interview and followup are recurring root causes of chokepoints. Commanders should always evaluate and assess subordinates in these areas to head off potential issues. Units that prospect routinely with the intent of finding people to join the Army (not simply fulfilling MAP requirements), which have exceptional counseling skills and possess an unequalled tenacity to followup, outperform other units consistently.

A-34. Commanders must beware of holding enlistments from the current RCM into the next. This is termed “sandbagging” and will result in a unit never reaching its full potential. Sandbagging occurs when a recruiter or unit has achieved its individual mission, but holds enlistments to posture for the following RCM. Ideally, every recruiter and every unit would be in a position to take advantage of this, but that is rare. Despite a unit’s current posture, holding enlistments costs enlistments. Applicants feel the delay as a break in trust and may often decide not to enlist at all. Further, recruiters entering the month with what they think are “enlistments in the bag” tend to take prospecting too lightly, resulting in fewer enlistments for the unit. This is another reason why every applicant hitting the floor, especially in the last week of the month, must be enlisted if possible. Ideally every recruiter in the command would start the month at zero and operate under the commensurate intensity to accomplish the mission. The AAR process is the tool the leadership uses to identify waiting enlistments and it is leadership that will move them through the system.

MAP ANALYSIS

A-35. The MAP demonstrates what must occur to achieve the mission if all things remain the same. Things seldom remain the same. Commanders must constantly gauge the effectiveness of their force and take action when activity in any stage of the process does not result in the anticipated activity in the next stage. In other words, using the data in figure A-2, when 12 appointments have been conducted, commanders must be “looking” for the 2.6 testers, action is needed (directing followup is but one example).

A-36. The MAP is an ideal training indicator. Commanders who are immediately aware when requirements begin to climb, and who subsequently take the correct training action, are more likely to accomplish the mission based on MAP requirements. Commanders anticipate changes in conversion data as a result of personnel turnover. These changes may be positive or negative depending on the losses and gains experienced. Commanders can easily make the comparison of the thermometer at a nuclear facility and the MAP. Any loss of attention on the needle may result in a complete meltdown. Unlike the warnings at a nuclear reactor, the alarms associated with the MAP are silent, and too often for struggling commanders, the meltdown is well under way before the warning signs are acknowledged.

A-37. The MAP is an excellent tool for demonstrating the complexity of the mission. In the final 2 weeks of any RCM, the unit is actively engaged in two separate and distinct operations. The first is completing the processing of enlistments generated from the current month’s prospecting. The second is performing the prospecting required to generate the enlistments for the next month’s mission. The nonlinear nature of this task can make the situation difficult to decipher in the fog of the end of month. The unit that has not made mission will try to compress the cycle during T-2 and T-1 and push applicants into processing before they are ready (for the present RCM).

A-38. This compression is called “stove piping” and can confound any leadership team not tracking it. This compression mitigates T-2 and T-1, and when it occurs, the commander must account for the stove-piped enlistments and increase prospecting to compensate. Using the conversion data again from figure A-4, for every stove-piped enlistment, the unit must make an additional 14 appointments.

A-39. Exceeding the mission does not necessarily require making additional appointments. Commanders with high conversion data use the information to target unit training. In any given month if the appointment made requirements of the MAP are

met, and an improvement in the number of conducts is realized due to quality training, the opportunity to surpass mission requirements is presented. A commander who also improves interview skills through unit training increases the number of testers and again, another opportunity to excel is presented. As a result of these improvements, future requirements will begin to “norm” themselves to the improved skills of the field force.

A-40. In mediocre or struggling units, for both RA and USAR recruiting, a danger exists with regard to unexpected enlistments. Unexpected enlistments include walk-in and call-in enlistments, previously terminated former applicants, and occasionally, the “one shot, one kill” enlistments resulting from a single prospecting attempt (a single telephone call, a single face-to-face contact, a single referral, etc.). The danger lies in when a recruiter or unit ceases prospecting efforts entirely because the MAP portion of the mission is achieved. This can result in too little prospecting to achieve the OTH mission. As stated throughout this manual, prospecting must be a routine event, regardless of mission accomplishment. Another risk is when recruiters and recruiter leadership believe that the mission is made; all that is left is the processing of applicants. It is common for recruiters to enter the month with four known enlistments, only to have each of them “fall out” for various problems. A recruiter who has ignored prospecting expecting these enlistments to occur will surely miss the assigned mission. One or two recruiters in an RS or Rctg Co operating under this delusion will effectively destroy the possibility of the unit's making mission. The MAP will aid the commander in identifying when this is taking place.

A-41. The MAP will always be a singular topic during AARs with subordinates. Leadership at the RS and Rctg Co levels must focus on compressing the processing cycle; in other words, reducing the time it takes a recruiter to take an applicant from one stage to the next. Ideally, a 72-hour goal is met. Within 72 hours appointments made are conducted, within the next 72 hours the test is administered, and within the next 72 hours the individual is enlisted.

A-42. Commanders are always focused on meeting or exceeding last year's achievements and generally that should be the case with the MAP. However, occasionally the upcoming RCM may contain fewer weeks available to accomplish the mission than the last, and commanders are cognizant of this fact when building the MAP and visualizing mission accomplishment.

A-43. Mission planning is a shared responsibility between the commander and CSM or 1SG. Execution of the plan, however, predominantly rests with the CSM or 1SG. During AARs with subordinates, CSMs and 1SGs, identify skill gaps and implement unit training to eliminate them. They offer the guidance to subordinates needed to move people through the system and compress the processing cycle. Their expertise in counseling potential recruits and training recruiters cannot be overstated. Commanders consistently review the MAP with their CSM or 1SG and assist in formulating training and leadership strategies that result in mission accomplishment.

MISSION ACCOMPLISHMENT PLAN (MAP) - RA

Prospecting days/
% of days of the week

Week T-2

Week T-1

Week 1

Week 2

Week 3

Week 4

Week 5

Prospecting Week Dates:

GRAD

SR

GRAD

SR

GRAD

SR

GRAD

SR

GRAD

SR

APPT

MADE

REQ

ACH

REQ

ACH

REQ

ACH

REQ

ACH

REQ

ACH

APPT
COND

Processing Week Dates

TEST

REQ

ACH

TEST

REQ

ACH

PASSED

ACH

FLOOR

FREQ

ACH

ENLIST

REQ

ACH

Contract Placement Guide

APPT MADE	APPT COND	TEST	TEST PASSED	FLOOR	ENL RQD	FS LOSS	MISSION	CAT
:1	:1	:1	:1	:1	GA			
:1	:1	:1	:1	:1	SR			

Mission Accomplishment Plan

NOTE: This figure depicts the general MAP design.

Figure A-3. MAP (RA)

Glossary

AAR	afteraction review
ACF	Army College Fund
AD	active duty
ADSW	active duty for special work
AMEDD	Army Medical Department
AMU	United States Army Marksmanship Unit
AO	area of operation
APA	advertising and public affairs
ARISS	Army Recruiting Information Support System
ASB	United States Army Accessions Support Brigade
ASVAB	Armed Services Vocational Aptitude Battery
ATAS	Automated Territorial Alignment System
BLT	battalion leadership team
BT	basic training
C4	command, control, communications, and computers
CG	commanding general
CLT	company leadership team
COA	course of action
COI	centers of influence
ConAP	Concurrent Admissions Program
COP	common operational picture
CSM	command sergeant major
CSS	combat service support
DA	Department of the Army

DOD	Department of Defense
ESP	Enlistment Standards Program
ESS	education services specialist
FRG	family readiness group
FSPP	Future Solider Preparation Program
FSTP	Future Soldier Training Program
FY	fiscal year
GC	guidance counselor
HQ USAREC	Headquarters, United States Army Recruiting Command
HRAP	Hometown Recruiter Assistance Program
IPB	intelligence preparation of the battlefield
IPM	intelligence preparation of the marketplace
IRM	information resource management
LMS	learning management system
LRL	lead refinement list
LRP	Loan Repayment Program
LSA	lead source analysis
MAI	market area of interest
MAP	mission accomplishment plan
MEPS	Military Entrance Processing Station
METL	mission essential task list
MOO	markets of opportunity
MOS	military occupational specialty
MSB	United States Army Mission Support Battalion
NCO	noncommissioned officer
NPS	nonprior service
OCS	Officer Candidate School
OSJA	Office of The Staff Judge Advocate

PaYS	Partnership for Youth Success
PS	prior service
QMA	qualified military available
RA	Regular Army
RCM	recruiting contract month
Rctg Co	recruiting company
Rctg Bn	recruiting battalion
Rctg Bde	recruiting brigade
RDMP	recruiting decisionmaking process
RMA	recruiting market analysis
ROP	recruiting operation plan
ROS	recruiting operating system
ROTC	Reserve Officers' Training Corps
RPC	Recruiting Partnership Council
RPI	recruiting publicity items
RRS	Recruiting and Retention School
RS	recruiting station
RSM	recruit ship month
RSS	recruiting service support
RWS	recruiter workstation
SASVAB	Student Armed Service Vocational Aptitude Battery
SFA	soldier and family assistance
SFAPM	soldier and family assistance program manager
SRP	School Recruiting Program
STAR	station training assessment review
SY	school year
TAIR	Total Army Involvement in Recruiting

TPU	troop program unit
UMT	unit ministry team
USAAC	United States Army Accessions Command
USAPT	United States Army Parachute Team
USAR	United States Army Reserve
USAREC	United States Army Recruiting Command
USMEPCOM	United States Military Entrance Processing Command
VIP	very important person
WOFT	Warrant Officer Flight Training
1SG	first sergeant

For the Commander:

JAMES M. PALERMO
Colonel, General Staff
Chief of Staff

Official:

BRUCE W. MORRIS
Assistant Chief of Staff, G-6

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